NPS-HR-21-039

ACQUISITION RESEARCH PROGRAM SPONSORED REPORT SERIES

Optimizing the Navy Supply Corps 810 Program: Analysis and Recommendations

June 2021

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Graduate School of Defense Management

Naval Postgraduate School

Prepared for the Naval Postgraduate School, Monterey, CA 93943.

Acquisition Research Program
Graduate School of Defense Management
Naval Postgraduate School

The research presented in this report was supported by the Acquisition Research Program of the Graduate School of Defense Management at the Naval Postgraduate School.

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ABSTRACT

The Naval Supply Systems Command 810 program provides an opportunity for approximately eight Navy Supply Corps officers to attend a top-30 U.S. business school every year. Upon graduation, these officers obtain a 1301 subspecialty code and are expected to serve in leadership assignments where their educational experience is needed to influence strategy, innovation, and significant Department of Defense business decisions. Our research has identified a twofold problem facing what is considered the most expensive educational program within the Navy Civilian Institutions Office's portfolio costing nearly $100,000 per student per year. First, between 2003–2019, only 5% of NAVSUP 810 graduates were billeted to a 1301-coded position within the first two assignments following completion of their degree. Second, the current set of 1301-coded billets for NAVSUP 810 graduates does not provide the best return on investment to the Navy. Data shows that the current inventory of 1301-coded assignments should be increased to meet the demand of graduating officers. Likewise, these positions must be located at prominent commands that provide the officer with the opportunity to impact strategy, innovation, and policy-making. Our team has provided several recommendations to improve billet optimization for this highly selective population of Navy Supply Corps officers.

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LCDR Aaron K. Smith currently attends Naval Postgraduate School to earn his Masters of Business Administration with an emphasis in Acquisition and Contract Management. Growing up in a Navy family in Virginia Beach, he graduated with a Bachelor of Arts degree in 2007 from Virginia Commonwealth University. His tours include: Assistant Supply Officer onboard USS WINSTON S. CHURCHILL (DDG 81), Comptroller and Supply Officer for Naval Computers and Telecommunications Station, Sicily, Supply Officer onboard USS CARTER HALL (LSD 50) and Deputy Director of Navy Centralized Processing at the Defense Finance Accounting Service in Cleveland, Ohio. After graduation, Aaron will be reporting to Naval Sea Systems Command (NAVSEA) in Washington, DC.

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ACKNOWLEDGMENTS

First, we would like to thank our advisors, Dr. Paul Lester and Professor Elliot Yoder, and our sponsors, CDR Carrie Paben and Mr. David Hickman, for their guidance as we drafted this MBA project. Their wealth of knowledge helped direct our research and data analysis down the correct path.

Second, we want to thank Jochele, Sara, Rebecca, and the rest of the Acquisition Research Program for their structural and editing support to complete our MBA project.

Aaron thanks his wife, Ashley, and his four children, Shelby Rae, Levi, Cole, and Charlie, for providing the love and support during his time at NPS.

Shawn thanks his wife, Susie, for her love, patience, and support enabling focus and drive to successfully complete this MBA project and NPS.

Aaron thanks his wife, Samantha, and three kids, Aaron, Amelia, and Allen, for their love and support throughout NPS.

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LIST OF ACRONYMS AND ABBREVIATIONS

1301 "P"	Navy-funded graduate degree (awarded after graduation)
1301 "Q"	Navy-funded graduate degree and experience tour
1301 "S"	18 > consecutive months in a subspecialty-coded billet
1301 "R"	Two separate experience tours, at least 18 months each
ACS	Advanced Civil School
AFIT	Air Force Institute of Technology
APC	Academic Profile Code
BUPERS	Bureau of Naval Personnel
CIVINS	Civilian Institutions
CNO	Chief of Naval Operations
CSR	Core Skill Requirement
DOD	Department of Defense
DETAILER	Navy Supply Corps Community Manager
ESR	Educational Skill Requirement
GMAT	Graduate Management Admission Test
GRE	Graduate Record Examination
NAVPLAN	Navigation Plan
NAVSUP	Naval Supply Systems Command
NOBC	Naval Officer Billet Classification
NOOCS	Navy Officer Occupational Classification System
NPS	Naval Postgraduate School
OAIS	Open Archival Information System
ODCR	Officer Distribution Control Report
OP	Office of Personnel
OPNAV	Office of the Chief of Naval Operations
ROI	Return on Investment
SEP	Special Education Program (USMC)
SSP	Subspecialty Code

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I. INTRODUCTION

On January 11, 2021, Chief of Naval Operations (CNO) Admiral Mike Gilday announced the release of his Navigation Plan (NAVPLAN) to the Fleet. His message stressed the importance of learning, innovation, and personal and professional development as vital parts of naval heritage (Office of the Chief of Naval Operations [OPNAV], 2020). It is imperative that naval leaders ensure continued development of strategically minded and operationally competent leaders for the future. Naval leaders must seek out opportunities to prioritize talent management and billet optimization in unique ways that will accelerate service-wide mastery of the changing national security environment and keep pace with innovative civilian entities. (Department of the Navy, 2018, p. 43). With the continued support and investment in education, as well as keeping education as a key strength and integrating it effectively into talent management, personnel will be placed into an effective leadership position that will increase the Navy's strengths at the tactical, operational, and strategic levels (OPNAV, 2020).

To adhere to the guidelines and recommendations outlined in the CNO's NAVPLAN, the Navy Supply Corps community has the opportunity to increase its strategic advantage and intellectual capabilities through the optimization of the 810 program. The Navy Supply Corps 810 program provides the opportunity for eight qualified Supply Corps officers to obtain a Master of Business Administration (MBA) degree from a top-30 business school nationwide per fiscal year (FY). Upon graduation, these highly desired officers earn a 1301 subspecialty code, which Navy Manpower Systems then uses to identify and billet these officers based on their newly acquired professional discipline. The program is intended to produce officers with an understanding of modern business practices and concepts of the private sector while providing them the opportunity to apply those processes and ideas within an optimal billet. Given the Navy's call for developing leaders with a deeper understanding of the private sector's business practices, this program serves as the primary means by which graduating Supply Corps officers can influence, innovate, and apply effective business strategies directly into upper echelon naval commands throughout the world.

As a whole, the Navy officer communities have struggled to optimally utilize their executively educated officers. This issue was first recognized in RAND's 2010 study of the Navy's executive education and its inadequate return on investment. In an effort to promote progress towards a more efficient and effective utilization rate of these highly educated officers, our research aids in the optimal determination of where these graduates should be billeted. It is imperative that this problem be addressed because funded higher education has an estimated cost of $245,000 per officer (M. Ruff, personal communication, January 5, 2021). As an additional cost, while a student is gaining their educational experience, there is an operational loss as they are not able to gain physical experience in the field (Kamarck et al., 2010). Completed on behalf of the Naval Supply Systems Command (NAVSUP), this research helps determine the most optimal career path for 810 graduates after obtaining their MBA degrees.

A. RESEARCH QUESTIONS

The primary research question explores whether the current set of 1301-coded billets is the best utilization of the Navy Supply Corps 810 program graduates. Navy Personnel Command for the Supply Corps agrees that *utilization* is defined as the percentage of time that an officer is at a tour that lines up with their educational subspecialty following the completion of the 810 program. The NAVSUP 810 program remains the only avenue by which qualified officers can obtain a fully funded MBA program from a top-30 business school. The impacts of improper talent management and the inability to fully optimize post-education billeting for these officers can lead to a significant reduction of the possible benefits to the Department of the Navy and Supply Corps community.

This leads to the following secondary questions:

(1) What is the current utilization rate for NAVSUP 810 graduates? How does this utilization rate compare to the Navy-wide percentages calculated in RAND's 2010 study?

(2) To what degree do the educational skill requirements (ESRs) associated with the 1301 subspecialty match the equivalent educational requirements from the top three civilian universities' MBA programs, including Harvard,

Duke, and Stanford? What recommendations can BUPERS-4412 utilize to improve the ESR requirements document?

(3) To what degree do the core skill requirements (CSRs) associated with the 1301 subspecialty match the current set of 1301P-coded assignments? What recommendations can be used by BUPERS-4412 to improve the inventory of 1301P-coded assignments?

(4) Based on the comparative naval officer billet classification (NOBC) analysis, where should 810 graduates be assigned for the Navy to take advantage of their private-sector knowledge and experience at the O4, O5, and O6 levels.

B. STATEMENT OF PURPOSE AND CONTRIBUTION

The research follows a comparative analysis model for the service assessments as well as the ESR, CSR, and NOBC breakdown and analysis. This paper contributes extensively to the determination of where 810 graduates should be assigned to take advantage of their private-sector knowledge and experience at the O4, O5, and O6 levels. The research provides further recommendations to optimize what is not only the Navy Supply Corps' most costly educational investment, but also the most expensive educational program in the Civilian Institutions (CIVINS) portfolio (M. Ruff, personal communication, January 5, 2021).[1] The goal is for senior Navy leaders to consider these recommendations.

[1] Mr. Mike Ruff is the Program Manager at the Civilian Institutions (CIVINS) office in Monterey, California. He provided us with several Excel files containing information about 810 program graduates.

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II. BACKGROUND

The Navy Supply Corps community created the 810 program in the late 1980s to provide naval officers with education at the nation's top business schools. This program is recognized as one of the most attractive recruitment and retainment tools across the Navy Supply Corps community. As one of the most competitive programs in the Navy, it enables selected officers to attend one of Bloomberg Businessweek's top-30 full-time master's degree programs in business administration and be awarded the 1301P subspecialty code (Supply Acquisition Distribution Management) upon graduation (Office of Supply Corps Personnel, 2014). Table 1 shows the most recently approved MBA program ranking, published by Bloomberg and approved by the Navy CIVINS Office as of January 2021.

Table 1. Approved Schools List.
Adapted from Naval Postgraduate School (n.d.).

NAVSUP 810 Approved Schools List (Top 30)	
Brigham Young University	Stanford University
Carnegie Mellon University	University of California, Berkeley
Columbia University	University of California, Los Angeles
Cornell University	University of Chicago
Dartmouth University	University of Maryland
Duke University	University of Michigan
Emory University	University of North Carolina
Georgia Institute of Technology	University of Notre Dame
Georgetown University	University of Pennsylvania
Harvard University	University of South California
Indiana University	University of Texas, Austin
Massachusetts Institute of Technology	University of Virginia
New York University	Vanderbilt
Northwestern University	Washington University in St. Louis
Rice University	Yale University

According to a Supply Corps informational pamphlet titled "It's Your Education," the Civilian Institutions (CIVINS) program "supports the Navy's subspecialty system by enabling and supporting full-time, fully-funded graduate education in curricula not available at Naval Postgraduate School" (Office of Supply Corps Personnel, 2014, p. 6). As described in Table 2, the Supply Corps Post Graduate Education Screening Board is held each August to select eight officers per FY for the 810 program. Officers graduating from this program are "expected to have an understanding of the operating processes and concepts of the private sector and the ability to apply these processes and concepts in a military environment" (Office of Supply Corps Personnel, 2014, p. 6). The Supply Corps Post Graduate Education Screen takes place each spring, "following completion of the Active O-4 Staff Promotion Board" (Skubic, 2019, p. 1). "The Supply Corps Post Graduate Education Board will select officers to participate in both the Supply Acquisition/ Distribution Management (810) and the University of Kansas Petroleum Management (811) Programs" (Skubic, 2019, p. 1). "Officers selected for the 810 Program will receive a Master of Business Administration (MBA) degree from one of the nation's top business schools and earn the Supply Acquisition/Distribution Management subspecialty code (1301P)" (Skubic, 2019, p. 1). Officers interested in selection must provide a letter to the board, GMAT and/or GRE Scores, and ensure their APC is up to date (Skubic, 2019). Additional informational elements of the NAVSUP 810 program can be found in Table 2.

Table 2. Informational Elements. Adapted from Office of Supply Corps Personnel (2014).

Curriculum Title	Number	Length	Convening Dates	Min APC	Subspecialty Code
Civilian MBA Program	810	22m	AUG	245	1301P

Eight officers per year are selected for the 810 program to receive an MBA from one of the United States' top business schools and earn the Supply Acquisition/Distribution Management subspecialty code 1301P (M. Ruff, personal communication, January 5, 2020). Based on CIVINS funding records in FY2020, the average cost per student is approximately $24,000–$29,000 per academic quarter. Table 3 provides a snapshot of the FY 2020 Fall and Spring monetary obligations for this costly executive education program.

Each line represents a student at their particular university. For example, Duke had two 810 students in the Fall quarter of 2020.

Table 3. Financial Year 2020 Obligations Tracker. Source: M. Ruff (personal communication, January 5, 2021).

CIVINS 810 Student Financial Obligations (FY2020)	
University	**FALL Obligations**
Columbia	$ 41,447.50
Duke	$ 38,491.00
Duke	$ 38,490.00
Georgetown	$ 29,867.00
Georgetown	$ 19,867.00
NYU	$ 39,755.00
Texas A&M	$ 19,078.30
U Michigan	$ 34,546.00
U North Carolina	$ 25,751.00
U San Diego	$ 17,452.00
UC San Diego	$ 15,951.04
USC	$ 32,233.00
Yale	$ 37,280.00
University	**SPRING $ Obligations**
Columbia	$ 39,785.00
Dartmouth	$ 26,043.00
Georgetown	$ 29,867.00
Georgetown	$ 19,867.00
NYU	$ 38,430.00
NYU	$ 38,430.00
Texas A&M	$ 21,231.00
U North Carolina	$ 24,025.50
U North Carolina	$ 26,601.00
U Notre Dame	$ 28,369.00
U San Diego	$ 23,037.00
Vanderbilt	$ 29,750.00
Average Obligation Per Student Per Quarter: $29,425.77	

Historically, the 810 executive education program has been the most expensive program per student in the CIVINS portfolio, as MBA degrees are typically the costliest. To put this in perspective, the Naval Postgraduate School (NPS) in Monterey, CA, charges a resident tuition rate of $6,000 per student per quarter to be paid in advance of the quarter of student attendance (Office of Admissions, n.d.). The research is essential in optimizing

the assignments, retention, and promotion of these highly educated officers to serve in a capacity that meets the expectations of the Navy and Supply Corps community.

III. LITERATURE REVIEW

Understanding the existing body of academic literature on billet optimization as it applies to the 810 program is essential. The following literature review describes the overarching doctrine and the key tenets of Navy executive education while defining ESRs, CSRs, and NOBC codes associated with 810 graduates who obtain the 1301P subspecialty code.

A. CNO NAVIGATION PLAN (2021)

The CNO releases an annual operating strategy, known as the Navigation Plan (NAVPLAN), that outlines internal and external operational guidance for all Navy communities. This valuable document becomes a yearly pillar upon which Navy community leadership can build its operational guidance and strategy, with the CNO's subordinate commanders tailoring the NAVPLAN's goals to their respective communities. For example, the chief of the Supply Corps will typically submit a Commander's Intent, which is guidance directed to the Supply community on how it is to operate in a way that supports the CNO's overarching guidance as described in the NAVPLAN. As it relates to education and managing the workforce, the CNO discusses in the NAVPLAN how the team will be an experienced group of personnel that "remain[s] the best trained and educated force in the world" (CNO, 2021, p. 6). The CNO has a strong desire to ensure that education, experience, and training do not go to waste and instead are optimally utilized and harnessed to combat opposing forces (CNO, 2021).

B. DON *EDUCATION FOR SEAPOWER STRATEGY* (2020)

The Department of the Navy's *Education for Seapower Strategy* released in 2020, is the Department of the Navy's attempt to invigorate the way it educates sailors and Marines. The E4S Strategy is centered around three fundamental pillars: "First, the Navy and Marine Corps must create a continuum of learning for the entire force. Second, the Navy must integrate education into the talent management frameworks. Finally, the Department of the Navy must strengthen and invest in the Naval University System" (Department of the Navy, 2018, p. 4). Specifically, the naval university system includes the Naval Academy, Naval

Postgraduate School, Naval War College, Naval Community College, and Marine Corps University (Department of the Navy, 2020a). The *Education for Seapower* (E4S) *Strategy* did not gain momentum and does not seem likely to become the overarching guidance for military higher education due to the recent Presidential election and ties to the *National Security Strategy*. It does contain key tenets that will undoubtably be applicable to future military higher education in general.

This research project focuses on the principle of pillar two and the importance of education synchronized seamlessly with talent management frameworks. It must be understood that talent management involves billet optimization, essentially getting the right officers educated and in the optimal billets to provide a return on investment to the Navy. This is a critical aspect currently missing in the Supply Corps 810 program and the premise behind NAVSUP's request to determine the degree to which 810 program graduates are optimally billeted. Although the 810 educational program is a civilian-based MBA program and outside the scope of what is considered the Naval University System, this elite program remains fully funded by the Navy and should meet the same expectations for talent management and billet optimization as are mandated for naval universities. Putting an emphasis on billet optimization for 810 graduates will provide ideal positions for these highly educated officers, harnessing their analytical capabilities, ethical prowess, and innovative private sector-based business principles, while applying them within the military environment (Department of the Navy, 2020b). "Successfully integrating education into naval talent management frameworks requires our organization provide more diverse learning opportunities for naval leaders and reward those individuals who demonstrate learning excellence" (Department of the Navy, 2020a, p 10). The NAVSUP 810 program is well suited for this key integration, as it remains the only fully funded civilian MBA program available for active-duty naval officers. Going forward, it is plausible to foresee these key tenets utilized in future doctrine; thus, talent management and billet optimization among those officers who obtain elite-level executive education must be prioritized.

C. RAND NAVY EXECUTIVE EDUCATION STUDY (2010)

In 2010, the RAND Corporation conducted an evaluation of the Navy's Funded Graduate Education Program on behalf of the National Defense Research Institute. Due to the

military services sending hundreds of officers to graduate school and the cost of a graduate school billet, in conjunction with the cost of the school itself, leaders were worried about the financial burden imposed on the services. In turn, RAND examined, assessed, and published a "Return on Investment Framework" evaluating the costs of providing funded graduate education (Kamarck et al., 2010).

As a whole, RAND found that only 23% of naval officers who obtained executive education were utilized in two shore tours over their career (Kamarck et al., 2010). It must be noted that this 23% includes both restricted and unrestricted line officers, such as surface warfare officers who make up a predominant percentage of the operational officer force. Essentially, a majority of these officers are needed to return to operational billets due to their community culture. Graduate degrees for unrestricted line officers are not considered essential for promotion purposes, as they are in the unrestricted communities. Comparatively, the Air Force's utilization rate of their executive educated officers was 59%, and the Marine Corps assessed at 96% utilization. The metrics uncovered by RAND also showed that the "Navy has more billets requiring officers with graduate degrees than the other services do. In fact, relative to the overall size of the officer corps, the Navy, with approximately 5,000 billets and 25,600 officers, requires about three times as many as the Army or Air Force and nearly nine times as many as the Marine Corps" (Kamarck et al., 2010, p. 33). Included in the 23% utilization rate is the NAVSUP 810 program, which has room to improve billet optimization.

Navy 810 graduates must be utilized at a rate of 100% in effective assignments in order to influence strategy and innovation and utilize their private-sector knowledge and experience to help make significant DOD business decisions. With only eight officers selected per year, the Supply Corps should be able to realign its efforts to support the progression and career management of these graduates at a 100% utilization rate. With talent management and billet optimization at the forefront of this research, it is imperative that the RAND study's "Service Comparisons" chapter be highlighted so that the lessons learned, and recommendations can be applied to ensure that 810 graduates are being billeted to the most optimal positions in the fleet. In essence, a student in the 810 program generates as much tuition cost as four NPS students obtaining a similar MBA degree, so it is vital that leaders ensure prudency and efficiency when billeting these elite officers.

1. United States Navy (23% Utilization)

The Navy's aims to efficiently and effectively offer executive education opportunities based on specific subspecialty needs within the Fleet (OPNAV, 2019). It must also be noted that Navy education programs are administered by the "integrated manpower and personnel classification system that uses subspecialty codes to identify officer requirements for advanced education, functional training, and significant experience in various fields and positions" (Kamarck et al., 2010, p. 23). OPNAVINST 1520.23C, Graduate Education, states that, following education program completion, "officers shall be assigned immediately to subspecialty coded billets requiring the education, following education program completion. Such an assignment may be deferred if it would interfere with pursuit of a career milestone" (OPNAV, 2019, p. 6). "Assignment to a subspecialty-coded billet shall immediately follow the career milestone assignment" (OPNAV, 2019, p. 6). "Officers should expect to serve in as many education-related subspecialty coded billets as requirements and career development permit" (OPNAV, 2019, p. 6).

2. United States Marine Corps (96% Utilization)

Marine Corps officers attend the Special Education Program (SEP), which includes NPS, Air Force Institute of Technology (AFIT), and other accredited civilian universities (Kamarck et al., 2010). They also have the option to attend the Advanced Degree Program, which augments the SEP with civilian educational opportunities. "Officers are encouraged to align their degree programs with their primary MOS to stay close to their career paths during their utilization assignments" (Kamarck et al., 2010, p. 29). A Marine Corps officer who is approximately 10 months out from obtaining their graduate degree will receive orders for their initial utilization tour in a endorsed assignment. "The Marine Corps Philosophy toward graduate education is to develop skills that fulfill immediate and specific requirements" (Kamarck et al., 2010, p. 29). RAND found that the Marine Corps utilized its executive-educated officers at an astounding 96% in 2010 (Kamarck et al., 2010).

3. United States Air Force (59% Utilization)

Air Force officers are able to attend executive education at AFIT, "intermediate service colleges, war colleges, and a variety of civilian institutions" (Kamarck et al., 2010, p.

30). Similar to the Navy, Air Force officers are assigned a P code after graduation. Once career field managers validate billets and the officer's subspecialty, the officer will "serve in a validated billet within two assignments following graduation" (Kamarck et al., 2010, p. 30). RAND found that the Air Force utilized its executive-educated officers at a respectable 59% in 2010 (Kamarck et al., 2010).

4. United States Army

Army officers attend Army Civil School (ACS) or the Expanded Graduate School Program. "Army also looks at utilization rates to evaluate the performance of its funded education programs. Officers' records are flagged as soon as they receive a funded degree, and the assignment officer is required to check with the utilization manager for follow-on assignments before the flag can be removed from the officer's record" (Kamarck et al., 2010, p. 33). Please note, RAND did not provide a utilization percentage for the Army.

RAND concluded its study by stating that "the Navy possesses the necessary mix of institutions and curricula in its funded graduate education program to meet its present capability requirements" (Kamarck et al., 2010, p. 64). "In fact, given the current timing for graduate school and the typical career progression for officers, one utilization tour per graduate-degreed officer does not recoup the cost of that degree within a 20-year career" (Kamarck et al., 2010, p. 64). There is an opportunity for improved billet optimization within the Supply Corps 810 graduate degree program. These graduates are a relatively small and manageable population, averaging eight quotas per year; therefore, a review of career paths and billets will improve utilization.

D. 1301 ESR GUIDANCE (2019)

The CIVINS Office defines Educational Skill Requirements (ESRs) and applies them to the fundamental concepts required in a specific graduate education curriculum. ESRs represent the standards and principles deemed critical for "successful performance in billets" requiring a specific subspecialty code (D. Hickman, email to author, August 19, 2020). The Navy Supply Corps Acquisition and Distribution Management guidance clearly outlines the ESRs associated with the 810 curriculum and the 1301P subspecialty code. According to this document, officers "must have an understanding of commercial business management

theories, principles, operations, and the ability to apply these concepts to the Navy and the greater DOD" (D. Hickman, email to author, August 19, 2020). As shown in Table 4, there are 11 ESRs to ensure these graduates obtain the knowledge and experience expected from the Supply Corps community before being detailed to their prospective 1301P-coded assignments. Research includes the determination of the degree that the ESRs associated with the 1301 subspecialty matches the equivalent educational requirements from the top three civilian universities, Harvard, Duke, and Stanford.

Table 4. U.S. Navy Supply Corps 2019 ESRs List for the 810 Curriculum. Adapted from D. Hickman (personal communication, August 19, 2020).

ESR Category	Description of Understanding
Finance	"The Officer must have a basic understanding of private and public organizational financing, including corporate financial structures; cost and financial accounting; capital budgeting techniques; and financial analysis. The Officer must be able to formulate and execute a financial planning structure and employ various financial analysis techniques" (D. Hickman, email to author, August 19, 2020).
Financial Reporting & Accounting	"The Officer must be able to collect, process, analyze, and report information generated by organizations, based on approved Generally Accepted Accounting Principles (GAAP) and concepts" (D. Hickman, email to author, August 19, 2020).
Economics	"The Officer must have knowledge of the principles of microeconomic and macroeconomic theories, including production; resource allocation; international trade; fiscal and monetary policy" (D. Hickman, email to author, August 19, 2020).
Management	"The Officer must have an understanding of human behavior aspects of management and be able to apply managerial applications of social science concepts and research findings. Officers must display an awareness of learning modes, motivation techniques, decision-making concepts, the impact and utility of information/knowledge management systems, and the value of extended professional networks" (D. Hickman, email to author, August 19, 2020).
Operations	"The Officer must have an understanding of operations management (emphasis on supply chain management preferred). Officers should be familiar with modern planning and productivity concepts" (D. Hickman, email to author, August 19, 2020).

ESR Category	Description of Understanding
Strategy	"The Officer must have an understanding of business decision models and strategy in a competitive environment. Officers must be able to integrate simulation/model analysis into developing solutions" (D. Hickman, email to author, August 19, 2020).
Entrepreneurship & Innovation	"The Officer must have a working knowledge of theoretical enterprise development, initiative, and risk analysis. Officers should be able to develop innovative, dynamic, and powerful solutions to meet the challenges of fiscal and economic environmental uncertainties" (D. Hickman, email to author, August 19, 2020).
Statistical Analysis & Data Analytics	"The Officer must have a working knowledge of statistics as it is utilized in decision-making. Officers should have a foundation in quantitative methods for resource allocation, regression, optimization, big data analysis, game theory, and cost–benefit analysis" (D. Hickman, email to author, August 19, 2020).
Communication & Communication Methods	"The Officer must be proficient in oral and written communications. This proficiency includes the ability to complete primary and secondary research, collate data, build clear briefs, and defend results. The Officer should obtain a basic understanding of marketing or strategic communication and how to apply these concepts to their work" (D. Hickman, email to author, August 19, 2020).
Ethics	"The Officer must have a foundation in ethics. Officers should understand the value of sustainable solutions in the modern global environment" (D. Hickman, email to author, August 19, 2020).
Supply Chain Management	"The Officer must have a foundation in supply chain management. Officers should understand different forecasting strategies, inventory management, just-in-time production systems, queuing theory, capacity planning, productivity, and competitiveness" (D. Hickman, email to author, August 19, 2020).

E. 1301 CSR GUIDANCE (2019)

The Supply Acquisition and Distribution Management guidance of 2017 states that a 1301P subspecialty code will "identify an officer with a broad understanding of the operating processes and concept of the private sector and the ability to apply these processes and concepts to the military environment" (D. Hickman, email to author, August 19, 2020). Our research includes the determination of the degree to which the current critical job

applications—known as core skill requirements (CSRs)—associated with the 1301 subspecialty match the current set of 1301P-coded assignments. The 1301 CSR guidance continues, stating that 1301P-coded billets must entail the following CSRs:

- "Perform cost–benefit analysis for new acquisitions and logistics support" (D. Hickman, email to author, August 19, 2020).
- "Manage supply- and enterprise-level logistics information systems through organizational coordination and control" (D. Hickman, email to author, August 19, 2020).
- "Manage supply chain logistics across the military enterprise utilizing forecasting strategies, just-in-time production systems, queuing theory, and capacity planning. Must have a thorough understanding of commercial productivity and competition" (D. Hickman, email to author, August 19, 2020).
- "The billet utilizes private sector decision-making processes and techniques to formulate plans, policy, and direction to:"
    - "Provide weapons systems support" (D. Hickman, email to author, August 19, 2020).
    - "Develop financial plans within the enterprise" (D. Hickman, email to author, August 19, 2020).
    - "Support acquisition and/or procurement decisions" (D. Hickman, email to author, August 19, 2020).
    - "Derive solutions from information management systems" (D. Hickman, email to author, August 19, 2020).
    - "Control the allocation of material and financial resources" (D. Hickman, email to author, August 19, 2020).
    - "Utilize quantitative analysis and methods to make decisions that impact weapons systems support" (D. Hickman, email to author, August 19, 2020).
    - "Enhance operational and strategic decision-making in the Department of the Navy, the DOD, and the joint environment" (D. Hickman, email to author, August 19, 2020).

F. NOOCS MANUAL, VOLUME 1, PART C (2021)

The Navy Officer Occupational Classification System (NOOCS) is the primary resource to "identify skills, education, training, experience, and capabilities related to" Supply Corps officers holding a 1301 subspecialty code (Department of the Navy, 2020b, p. 3). For the purposes of this analysis, NOOCS Part C is used, which lists and defines every Navy Officer Billet Classification Code (NOBC) available. NOBCs identify "officer billet requirements and officer occupational experience acquired through billet experience or

through a combination of education and experience" (Department of the Navy, 2020b, p. C-3). In other words, the purpose of the NOBC becomes twofold: a) it can describe a billet, and b) it can describe the education and experience an officer has achieved.

NOBC codes are significant tools that help distinguish the skill sets of officers and determine which officers may be a "best fit" for a specific job. When an officer attaches to and completes a billet, an NOBC for that respective position is entered into the Officer's record. The Officer Distribution Control Report (ODCR) is the primary document where these codes can be found once an officer is assigned to a billet (Department of the Navy, 2020b). It is then assumed that the officer has acquired a specific skill set. Navy leadership with authorized access will then be able to view the officer's record and further identify both experience and performance of duties in the billet (Department of the Navy, 2020b). This analysis is commonly used by promotion boards as well as detailing shops throughout the fleet. An example of a common NOBC already associated with the 1301 subspecialty is 9421, titled "Commanding Officer Shore Activity." The description for this NOBC is as follows:

> Commands, as a Commander, Commanding Officer, or other appropriate title, a shore activity or major component thereof in accordance with law, regulations and customs of the service. Develops organizational plan to fulfill assigned mission. Establishes policies and procedures for operation and functioning of activity. Inspects to ensure efficient operation and initiates corrective action. Exercises military control and provides technical guidance for command. (Department of the Navy, 2020b, p. C-117)

NOBCs are also "used to assist in describing billet requirements for officer assignment and for analysis of manpower resources" (Office of the Chief of Naval Personnel, 2007, p 9-4). Organizations, billets, and officers have NOBCs (which are assigned to them); therefore, these codes are significant in determining where 810 program graduates should be assigned to take advantage of their private-sector knowledge and experience. In an effort to recommend the most optimal commands and billets for 810 graduates to fill, examination of the NOBC codes that match the core competencies of distribution, supply chain management, supply acquisition, and contracting is essential. In other words, NOBCs matter because they are broad classifications of tasks or assignments that are to be completed at a particular command by a particular officer that aid the command in achieving its mission (Department of the Navy, 2020b). Examination of the current list of NOBCs associated with the 1301 subspecialty will

aid in the proper identification of commands and assignments that match these core competencies and allow the officers to influence policy.

IV. METHODOLOGY

In order to properly analyze the problem presented by NAVSUP, qualitative content analysis is used to break down the complex and intertwined data set. This analysis is "research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data (i.e., text). Using content analysis, researchers can quantify and analyze the presence, meanings and relationships of such certain words, themes, or concepts" (Columbia University Mailman School of Public Health, n.d.). As a commonly accepted and utilized qualitative research technique, this approach "interprets meaning from the content of text data, and hence, adheres to the naturalistic paradigm" (Columbia University Mailman School of Public Health, n.d.).

A. UTILIZATION ANALYSIS

Navy Personnel Command for the Supply Corps agrees that *utilization* is defined as the percentage of time that an officer is at a tour that lines up with their educational subspecialty following the completion of the 810 program. In this case, utilization for 810 graduates equates to the percentage of time an officer reports to and completes a billet that is coded as 1301P subspecialty post-MBA. To aid in finding the utilization rate for 810 graduating officers, BUPERS provided a spreadsheet that listed all Supply Corps officers from 2003 to 2021 who had received an MBA via the 810 program and all their respective follow-on billets by year. Importantly for the analysis, the subspecialty code and NOBC, if they existed for all the billets, were provided. This enabled an estimated determination of utilization, which could then show opportunities to improve or build the pipeline for 1301P (810 graduating officers). There were two ways a percentage was found: 1) by sorting, organizing, and categorizing all the billets, by removing duplicates, and then filtering those billets that were coded as 1301P subspecialty. The 1301P billets were divided by total Supply Corps billets that were filled by 810 graduates, which equaled the utilization percentage rate. 2) Then to verify and double check the methodology to ensure the percentage was accurate, each billet for every officer was counted and then compared to the number of 1301P subspecialty coded billets. In this scenario, no duplicates were removed as this was done by looking at each individual officer from 2003 to 2021.

B. ESR ANALYSIS

In order to explicitly understand and provide an assessment of the degree to which the current set of 810 program (1301 subspecialty) ESRs meets the requirements of follow-on assignments, three of the top 30 business schools' curriculums were analyzed, reviewed, and compared to the current ESR document published by BUPERS. The education portion of the problem set is the starting point for the review and analysis. Upon assessment of the problem and questions posed by NAVSUP, if the Supply Corps is sending officers to top business schools, the educational skills these schools are teaching and providing to MBA students should match what the Supply Corps deems necessary. The ESR document established by the Supply Corps is a list of required skills that an MBA student—a Supply Corps officer in these instances—should possess upon graduation. If the ESR document does not match school curriculums, then the Supply Corps will not receive the desired outcome for the 810 program graduating officer. Instead of trying to change each school's curriculum, it would be more efficient to adjust the ESR document. The MBA curriculums from three schools were compared to the current skills listed in the ESR document for the1301 subspecialty. The analysis and research gathered from that comparison shows where mismatches are, leading to recommendations for improvements or adjustments to the ESR document.

C. CSR ANALYSIS

Additionally, to understand and provide an assessment of the degree to which the current set of 810 program (1301 subspecialty) CSRs meet the requirements of potential ensuing assignments, research included the comparison of the CSR document, published by BUPERS and the current ESR document. Even though the ESR and CSR documents are different, they are not mutually exclusive with respect to the importance of follow-on assignments for an officer with a 1301 subspecialty. The CSR analysis compares a list of skills that are desired for an actual billet, as opposed to the skills that are received (i.e., ESR) from education (D. Hickman, email to author, August 19, 2020). In other words, the CSRs are what the officer should be able to perform at the desired job. Therefore, a close look at the relationship between the two documents is important. What was also reviewed on the CSR document is how closely it resembles CSRs of other subspecialties. By reading

the CSR document, one can see that it brings together the education (beginning) portion of establishing an officer in the 1301 subspecialty with the NOBCs, which are another entry into the officer's record once a tour is complete. Figure 1 provides a visual interpretation of the relationship among the three pieces.

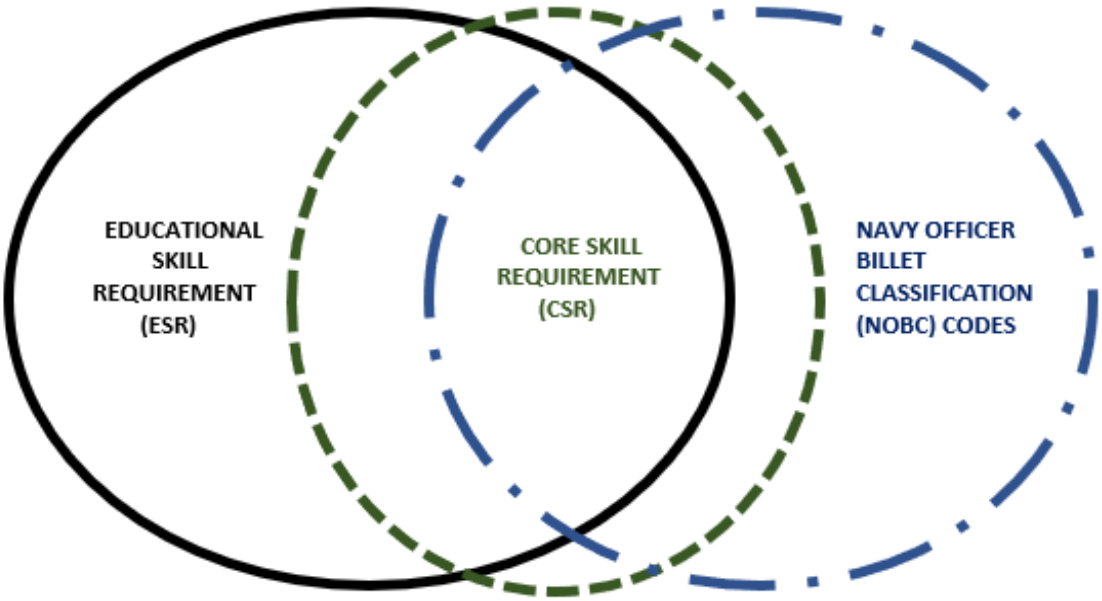

Figure 1. ESR-CSR-NOBC Venn Diagram

D. NOBC ANALYSIS

In order to see the big picture, a spreadsheet of data from BUPERS titled "Unique Billets 20201110 for NPS Work" is analyzed. Among other information, this Excel document included all billets for the ranks of O1 to O6 in the Supply Corps as of November 10, 2020, and the corresponding NOBCs that are attached to those respective billets. First, the rank column is filtered to include only O4, O5, and O6 ranks. Since the focus is on those O4 to O6s that have graduated from the 810 program, only "1301P" in the subspecialty (SUBSPEC) column is selected. With these two filters set, a certain number of billets out of the original total number of billets for these Supply Corps ranks were identified Within those 32 billets associated with the 1301P SUBSPEC, there were a total of 13 different NOBCs. Next is a review of the definition of each NOBC in the NOOCS manual. An evaluation analyzing the closeness in relationship or degree to which those

NOBCs matched the 1301 SUBSPEC, which is now known as Supply Distribution and Acquisition Management, is performed by reviewing the NOOCS manual.

Finally, it is determined that key phrases, including "coordinates efforts," "coordinates policies," directs activities," "advises and assists," implements directives," and "analyzes and recommends," are examples of leadership traits from NOBCs that also correlate to what a graduate-level officer and leader should possess (Department of the Navy, 2020, p. C-27). Not only are NOBCs reviewed to determine which are a best match for Supply Distribution and Acquisition Management performed, they are also reviewed in terms of finding a match for leadership roles, business integrator roles, or billets where changes and establishment of policy could be performed. It is key to note that there are cases where 1301P billets have a particular NOBC in one instance, but there are other billets where that same NOBC is not matched with a 1301P billet. A further review of this information is in the Data Analysis chapter, but this is showing that there are more billets potentially available for 1301P Supply Corps officers, and therefore, an opportunity to enhance the pipeline for 810 program graduates. Microsoft Excel's pivot table tool is utilized to reorganize quantitative data provided by Naval Supply Systems Command Office of Personnel (NAVSUP OP). This process allows the summarizing, sorting, reorganizing, grouping, and counting of the data and transforming columns and rows into tables and charts, thereby fostering a better understanding of the typical 810 graduate career path.

V. DATA ANALYSIS AND FINDINGS

The data analysis and findings are based on review of data provided by the Office of Supply Corps Personnel Support staff, the current 1301 CSR document, and the current 1301 ESR document. The following section is aligned with the Methodology section in the sense that the subsections are in the same order for consistency purposes.

A. UTILIZATION ANALYSIS AND FINDINGS

From the BUPERS spreadsheet titled "810-1301 Retention 20210209 (001) – Analysis 2," the utilization rate is estimated to be in a 5.13% and 5.5% range for the 810 program as it relates to the 1301P subspecialty. From the first method as previously explained, it was discovered there were 235 total billets, with duplicates removed, and out of those 235 billets, only 13 were coded as 1301P, which is about 5.5%. Table 5 briefly displays these figures, which were derived from the BUPERS spreadsheet using the pivot table tool in Microsoft Excel. To verify that number was accurate using the second method, it was discovered there were 604 total billets combined, or total opportunities following an MBA education for officers in 2003 and later. Out of those 604 billets, 31 of those were coded 1301P. So, 31 1301 subspecialty–coded billets out of 604 billets (opportunities) equated to 5.13%. That number is low, but low utilization rate is only for the 810 program and specific only to the 1301 subspecialty

Table 5. Count of Billets with Duplicates Removed per SUBSPEC. Adapted from Hickman[2] (personal communication, February 9, 2021).

SUBSPEC	Billets Filled by 810 Graduates (2003–2021)
N/A	156
1301P	13
All Other SUBSPECS	66
TOTAL	235

[2] Microsoft Excel file of billet and retention information for 810 graduates since 2003 provided by D. Hickman on February 9, 2021.

Upon further analysis, out of those 235 billets discovered in scenario one, 156 billets (or 66.38%) did not have any subspecialty coding. Since the NOBC analysis is important, out of those 156 billets, 74 billets had NOBCs that were associated with 1301P billets in some other billet but are currently not associated with the 1301P subspecialty. Table 6. Lists billets that do not have a subspecialty at all but have NOBCs that have been associated with a 1301 subspecialty code in other instances.

Table 6. 74 Billets Taken by 810 Graduates with no SUBPSEC Code. Adapted from Hickman (personal communication, February 9, 2021).

Billets Filled by 810 Graduates (2003–2021)							
Billets	**SSP**	**NOBC**	**1301 (Y/N)**	**Billets**	**SSP**	**NOBC**	**1301 (Y/N)**
NAVAL ACAD	N/A	1918	N	FISC N VA (NWCF)	N/A	9421	N
DEFENSE DIST CTR	N/A	1984	N	AS 40 F CABLE	N/A	1918	N
FISC SIG NAPLES	N/A	1918	N	CVN 74 J STENNIS	N/A	1990	N
CNRC MILL TN	N/A	1978	N	CVN 73 GEO WASH	N/A	1990	N
NAVICP PH (NWCF)	N/A	9421	N	LHD 1 WASP	N/A	1918	N
CVN 76 REAGAN	N/A	1918	N	FISC NOR PORTSMO	N/A	1918	N
DLA LAND MARITM	N/A	9421	N	PRI MATOFF B WA	N/A	9421	N
LHD 7 IWO JIMA	N/A	1918	N	NAVSUP FLC BAH	N/A	9421	N
DSCP PAC	N/A	9421	N	DDSP SUSQ DWCF	N/A	9421	N
NAVSUP WSS PHIL	N/A	9421	N	DLA DISTR	N/A	1978	N
NAVSUP FLC JAX	N/A	9421	N	NAVSUP FLC WHDBY	N/A	1918	N
LHD 2 ESSEX	N/A	1918	N	SOCPAC	N/A	1978	N
CVN 71 T ROOSEVE	N/A	1990	N	NAVSUP FLC YOKO	N/A	9421	N
NSLC KPT DV NUWC	N/A	9421	N	DDD PSND DWCF	N/A	9421	N
LHA 5 PELELIU	N/A	1918	N	LHD 5 BATAAN	N/A	1918	N
DEFENGREG-PAC	N/A	9421	N	DSCP PAC REG	N/A	1978	N
NAVSUP WSS MECH	N/A	9436	N	FISC JAX GULFPOR	N/A	1918	N
DLA DWCF	N/A	9421	N	DLA DDJFDG GP MS	N/A	1918	N
CNSSC FLD DC JSF	N/A	1515	N	CFLSW	N/A	1955	N
NOLSC NORFK VA	N/A	9421	N	LHD 3 KEARSARGE	N/A	1918	N
CG MARFORCM LANT	N/A	1984	N	CVN 72 LINCOLN	N/A	1918	N
CG 61 MONTEREY	N/A	1918	N	AS 39 E S LAND	N/A	1918	N
NORTHCOM WASH OF	N/A	1918	N	FISC NORVA	N/A	1918	N

Billets Filled by 810 Graduates (2003–2021)							
Billets	**SSP**	**NOBC**	**1301 (Y/N)**	**Billets**	**SSP**	**NOBC**	**1301 (Y/N)**
NAVSUP FLC NRFWC	N/A	9421	N	NETC PENSACOLA	N/A	1955	N
TRIREFAC KINGS B	N/A	1918	N	DDM BAH	N/A	9421	N
CVN 70 VINSON	N/A	1918	N	CVN 77 GEO BUSH	N/A	1990	N
FFG 40 HALYBURTO	N/A	1918	N	MESG 2	N/A	1978	N
FFG CLASSRON	N/A	1918	N	CORIVGRU 2	N/A	1978	N
NAVSUP FLC SIG	N/A	9421	N	CVN 78 FORD PCU	N/A	1918	N
CVN 68 NIMITZ	N/A	1918	N	CVN 75 H TRUMAN	N/A	1990	N
CVN 69 EISENHOWE	N/A	1990	N	NATO CJOS/COE	N/A	1978	N
NORTHCOM JTF NCR	N/A	1918	N	EOD EXP SUP ONE	N/A	9421	N
AFLTRAGRUMP P H	N/A	9436	N	LHD 4 BOXER	N/A	1918	N
LHA 4 NASSAU	N/A	1918	N	LHD 6 BONHOMME R	N/A	1918	N
COMSUBLANT	N/A	1955	N	CNIC	N/A	1984	N
LHA 1 TARAWA	N/A	1918	N	NSSC BANGOR	N/A	1955	N
DLA HDQTRS	N/A	1984	N	NAVSUP FLC KITSP	N/A	1918	N

The 74 billets divided by the 156 billets equals 47.44%. Table 6 shows what commands/billets make up the 74. What this means and is very important to understand is that there is an opportunity for the 810 program to improve with the infrastructure that already exists. For example, there are plenty of billets that can be investigated for 1301P subspecialty correlation and build the pipeline. Creating new billets might be an option, but not necessarily a must. There is opportunity to review the current existing billets which may negate the need to create more billets as the option for building the pipeline.

B. ESR ANALYSIS AND FINDINGS

As previously mentioned, after completing the 810 program, a 1301P subspecialty code is earned and then recorded into the officer's record. That subspecialty code is currently defined as "Supply Acquisition" and "Distribution Management," within which subspecialty, the Supply community desires the officer to attain certain Educational Skill Requirements (ESRs). To ensure officers are receiving these skills, the respective school curriculums must be reviewed to measure the quality and optimality in which these institutions are meeting the ESR requirements at the best possible cost for the Navy. Additionally, the most important

characteristic in selecting postgraduate education is the caliber of the education, the expertise provided by the schools compared to the Navy's desire to meet ESRs, and the price of the education (Office of the Chief of Naval Operations [CNO], 2019).

Specifically, the ESRs that the Supply Corps Community Manager desires for Supply Corps officers completing the 810 education include areas of Finance, Accounting, Economics, Management, Operations, Strategy, Entrepreneurship and Innovation, Statistical Analysis/Data Analytics, Communication/Communication Methods, Ethics, and Supply Chain Management (D. Hickman, email to author, August 19, 2020). (For descriptions of these ESRs, see Table 4). To validate that top-30 schools are meeting the ESR requirements, three of 30 school curriculums were reviewed in Table 7 and it was found that overall, the schools are meeting the ESR requirements that Supply Corps leadership desires for its 810 graduates. Among the three civilian institutions, however, relevant trends that the Supply Corps could incorporate into their ESR document were noticed; incorporating these trends would ensure that the skills the schools are providing match the 1301 ESRs. These new trends can better develop a business manager; one who has skills to integrate all specific aspects of supply including but not limited to contracting, supply chain management, information logistics, and finance.

Table 7. Top 3 of 30 MBA School's Curriculums (n.d.).

School	Curriculum
Harvard University	o Financial Accounting o Managerial Accounting o Probability and Statistics o Decision Models o Managerial Economics o Game Theory for Strategic Advantage o Energy, Markets, & Innovation o Global Institutions & Environment o Corporate Finance o Global Finance Management o Impact Investing o Health Care Markets o Health Policy & Management o Leadership Communication 1 o Leadership Communication 2 o Leadership, Ethics, & Orgs. o Negotiations o Marketing Management o Marketing Strategy o Operations Strategy o Value Chain Innovation in Business Process o Entrepreneurial Strategy
Duke University	o Ethics in Management o Finance I o Financial Accounting o Leadership Labs: Role play situations o Managerial Skills: Study of leadership decisions o Managing Groups and Teams: Theory and practice o Optimizing & Simulation Modeling o Organizational Behavior o Economic Analysis and Policy o Marketing o Operations Info and Technology o Political Economics o Strategic Management

School	Curriculum
Stanford University 	○ Finance I: Basic analytical skills and principles ○ Financial Reporting and Control ○ Leadership ○ Organizational Behavior ○ Marketing ○ Technology and Operations Management ○ Business, Government, and the International Economy ○ Strategy ○ The Entrepreneurial Manage ○ Finance II ○ Leadership and Corporate Accountability ○ Field Global Immersion: real-world business problems ○ Accounting & Management ○ General Management: ○ Innovating Health Care & Management ○ Confronting Climate Change ○ Negotiation, Organization, & Markets ○ Organizational Behavior ○ Technology & Operations Management

Adapted from Duke University (https://www.fuqua.duke.edu/programs/daytime-mba/curriculum), Harvard University (https://www.hbs.edu/mba/academic-experience/curriculum/Pages/default.aspx), and Stanford University (https://www.gsb.stanford.edu/programs/mba/academic-experience/curriculum/first-year) and (https://www.gsb.stanford.edu/programs/mba/academic-experience/curriculum/second-year)

The ESR document from the Supply Corps Community Manager covers a broad range of skills that are fitting for 810 graduates; however a few points were spotted for improvement. Civilian postgraduate schools have separate classes for Marketing, Modeling, Health Sector Management, Negotiations, Group Management, Leadership, and Human Resources. These topics are part of the Supply Corps–desired ESRs, but the ESRs are not as detailed or broken down exactly as the school curriculums. For example, in the ESR document, the "Communication/Communication Methods" description mentions the need to "obtain a basic understanding of marketing or strategic communication" (D. Hickman, email to author, August 19, 2020). However, in the school curriculum layout, a class in communication is separate from marketing. In other words, they are two separate classes or skills. Another example is that civilian schools have classes that center on group management or team development. Group management or team development can be included in management, which is an ESR; however specifically adding team development as a separate skill can provide an in-depth aspect of management, meaning that building a team or evaluating a team is separate from performing the set skill of managing a team.

Companies adapt to new market trends and needs just as the DOD adapts to its dynamic environments. An example of this is that renewable energy is growing significantly, especially over the last 10 years, and makes up just below 20% of production of electricity. Health care is also being emphasized, particularly more since the COVID-19 pandemic (William Blair, 2020). These are two globally growing trends. The ESR document does not include these global concerns but in some cases, school curriculums do. A few schools that were reviewed had classes within their MBA curriculums titled Health Sector Management and Energy Innovation Management or the like, but these topics are currently not on the Supply Community ESR document. There are other designators outside of Supply that cover health and energy; however, supply serves other designators across the fleet, and these areas of study could benefit the Supply Corps and make the 810 graduates, the business managers, more effective.

Finally, the title of the 1301 subspecialty in the ESR document appears to closely resemble other subspecialties titles that the Supply Corps has. The 1301 subspecialty as listed in the ESR document is specifically known as Supply Acquisition and Distribution Management, both similar sounding to Contracting and Supply Chain Management respectively, two already established and separate subspecialties. Based on this review of school curriculums, the Supply Corps 1301 ESR document, and NOBCs, the ESR requirements need to be updated with the skills that are actually being provided at the civilian institutions.

An MBA program, such as the one that the Supply Corps utilizes, is typically defined as an education that gives students a grasp of general business management concepts and objectives (Kagan, 2020). A person with this type of education can be either a generalist or a specialist who integrates other business specialties and the respective personnel who work in finance, supply chain management, information logistics, and contracting. Therefore, those with the 810 MBA background should fill billets at commands where they can be integrators, critical thinkers, and strategists who have been trained across the entire business realm who can make and implement business management policy in a dynamic and changing military environment.

Table 8 displays recommendations for ESRs that can be added to the ESR document and breaks out others. Reviewing top school curriculums that are considered to be in the top 30, recommend adding skills such as leadership, accountability, modeling, strategy, energy and environment, health sector management, negotiations, marketing, group management, and human resources to the Supply Corps 1301 ESR Document. Some of these skills are already mentioned in the current ESR document but they are grouped together. For example, Marketing is listed under Communication and Communication methods, but based on school curriculums, those are two different skills. Health Sector and Renewable Energy are growing trends that need to be considered when running a business, and schools the Supply Corps is sending officers to are teaching those topics. Continue to adapt or modify the ESR document to the academia that is coming out of these schools. Table 8 displays School Curriculum Skills, the current ESRs as listed by the Office of Supply Corps Personnel, and a recommended new list of ESRs.

The thought process here is that the Supply Corps 1301 ESR document will have to adapt to the school curriculums, not the other way around. If a certain school is providing education that does not match the ESR document, or if the Supply Corps does not want to adapt to what is being taught in an MBA program, then maybe that school should be removed as an option for a Supply Corps officer to attend if selected for the 810 program. Broadening the ESR document is ultimately going to enhance the roles that 1301 officers will fill at commands and will be in line with what the private sector deems important to running a business. It is envisioned that a 1301 officer will have skills to run the Navy business and updating the 1301 ESR document to more closely match school curriculums can create opportunities for more existing billets to be coded as 1301, thereby , enhancing the pipeline and perhaps even lead to the creation of new billets.

Table 8. School Curriculum Skills, Current ESRs, Recommended ESRs (n.d.)

General MBA School Curriculum (Skills)	Current ESR from BUPERS	Recommended Updated ESRs
Accounting: Financial & Managerial	Finance	Accounting: Financial & Managerial
Decision Sciences: Statistics	Financial Reporting/ Accounting	Decision Sciences
Economics	Economics	Economics
Energy & Environment	Management	Finance
Finance	Operations	Leadership
Health Sector Management	Strategy	Communications
Leadership/Communication/ Organizational Behavior	Entrepreneurship & Innovation	Organizational Behavior
Marketing	Statistical Analysis/Data Analytics	Management & Organizations
Management & Organizations	Communication/ Communications Methods	Managing Groups and Teams
Managing Groups & Teams	Ethics	Operations Management
Operations Management	Supply Chain Management	Strategy
Strategy		Corporate Accountability
Corporate Accountability		Ethics in Business Management
Ethics in Management		Simulation and Modeling
Simulation & Modeling		Human Resources
Human Resources		Business, Government & International Economy
Financial Reporting & Control		Entrepreneurship
Business, Government & International Economy		Global Supply Chain Management
Entrepreneurship		Energy & Environment
Global Supply Chain Management		Health Sector Management
		Marketing

Adapted from Duke University (https://www.fuqua.duke.edu/programs/daytime-mba/curriculum), Harvard University (https://www.hbs.edu/mba/academic-experience/curriculum/Pages/default.aspx), and Stanford University (https://www.gsb.stanford.edu/programs/mba/academic-experience/curriculum/first-year) and (https://www.gsb.stanford.edu/programs/mba/academic-experience/curriculum/second-year)

C. CSR ANALYSIS AND FINDINGS

The Core Skill Requirement (CSR) document does an effective job at describing skills that an officer should have obtained prior to reporting to a 1301 billet. The 1301 subspecialty CSR document states that an officer should have a wide comprehension of an entire operation in the civilian industry and should develop those ideas within the Navy realm (D. Hickman, email to author, August 19, 2020). This description is sufficient as it is a typical result of an 810 MBA education and correlates to characteristics such as critical thinking, integration, and strategy. However, the title of 1301 CSR document, Supply Acquisition and Distribution Management, is too narrow for a 1301 officer. Again, Supply Acquisition and Distribution Management is too similar to established subspecialties, including Acquisition and Supply Chain Management.

One of the 1301 core skills is having the ability to strengthen strategic and operational decision-making across the entire DOD, including joint environments (D. Hickman, email to author, August 19, 2020). This fits well with having a wide range of skills and business acumen because it is the role of the Navy Supply Corps Officer to gain a predominant understanding of how the DOD operates and how supply affects all operations, and to have an ability to evolve with the Navy (Office of Supply Corps Personnel, 2011). An MBA typically provides an education that trains students in managing all aspects of business or teaches students how to run their own operation (Kowarski, 2019). The analysis of the Supply Corps community 1301 subspecialty CSR document is believed to be adequate as it does list skills that derive from an MBA education. For example, one of the actions that a 1301P subspecialty officer should be able to perform is "manage supply and enterprise level logistics information systems through organizational coordination and control" (D. Hickman, email to author, August 19, 2020). That core skill is believed to be a significant piece of running a U.S. Navy logistics operation, is something that should exist within a 1301 billet, and is a concept learned within an MBA education. The CSR document lists skills and concepts that are not only received as an educational skill at a civilian top-30 MBA 810 program, but also skills that are required for a billet that would be identified as a 1301P subspecialty. The only recommendation deriving from the CSR review and analysis is the adjustment of the title of the 1301 subspecialty code from "Supply Acquisition and Distribution Management" to a more general title such as "Business Management and Integration" or the like. The newer and

recommended title is broader but better describes the intended outcome or type of billets that best fits for 810 graduating officers.

D. NOBC ANALYSIS AND FINDINGS

Research shows that there is an abundance of Supply Corps officers being detailed to locations without 1301P billet classifications. Often, 810 graduates are detailed to locations that are highly visible and strategic in nature, but not classified appropriately. The review of a list of all Supply Corps billets, their associated NOBCs, and the Manual of Navy Officer Manpower and Personnel Classifications (NOBC Manual) document shows a total 1,026 billets in the Supply Corps O4 to O6 ranks. Out of those, only 32 billets are currently 1301 subspecialty–coded, which also have respective NOBCs. Among those 32 billets currently coded as 1301P, there are 13 different NOBCs as described in Table 9. For those same NOBCs, there are 281 additional billets, which are not coded as 1301 subspecialty but potentially could be, based on having the same NOBCs. The thought process is, if one billet is subspecialty coded 1301 and has an NOBC of X, then why are other billets that have the same NOBC of X not subspecialty coded as 1301?

Table 9. NOBCs Instances vs. Non-Instances of 1301 Subspecialty Correlation. Source: Department of the Navy (2020b).

NOBC and Respective Title		
NOBC **TITLE**	1515 *Inventory Control Methods Officer*	1918 *General Supply Officer*
NOBC **TITLE**	1991 *Technical Supply Officer (Aviation)*	2170 *Designated Project Support Officer*
NOBC **TITLE**	1920 *Equip Program Support Officer*	1955 *Staff Supply Officer*
NOBC **TITLE**	3126 *Personnel Distribution Officer*	3283 *School Administrator Officer*
NOBC **TITLE**	1978 *Supply Logistics Officer*	1984 *Supply Plans Officer*
NOBC **TITLE**	9421 *Commanding Officer Shore Activity*	9436 *Executive Officer Shore Activity*
NOBC **TITLE**	9980 *Plans and Policies Director*	

With that thinking in mind, our research and analysis discovered an additional 281 billets in the Supply Corps that could potentially build the career path for 810 officers. The NOBC analysis is relatable to utilization percentage with respect to potentially adding more billets as a 1301P subspecialty. The pool of 1301 billets should increase, allowing the 810 graduates a better chance to use their civilian sector education in military logistics roles making the program more worthwhile for leadership and the Officer. This would increase the utilization percentage of our 810 program. Table 10 lists commands and their respective number of additional billets that could be placed into a 1301 subspecialty pipeline. These billets contain NOBCs that are associated with 1301 but not in these instances. It is

important to know the billets in Table 10 currently do not have any subspecialty coding providing even more opportunity to code as such.

Table 10. Prospective "Non 1301-Coded" Job Locations. Adapted from Hickman (personal communication, November 10, 2020).

POTENTIAL COMMANDS AND BILLETS FOR 1301 SUBSPEC					
1ST MAW OKINAWA	1	CVN 73 GEO WASH	4	NATO CJOS/COE	1
2D MAW CHERRY PT	1	CVN 74 J STENNIS	4	NAVAL ACAD	2
30TH NCR	1	CVN 75 H TRUMAN	4	NAVEXPMEDSUPCOM	1
3D MAW MIRAMAR	1	CVN 76 REAGAN	4	NAVSCSCOL NWPT	2
ACU 4 SHORE DET	1	CVN 77 GEO BUSH	4	NAVSUP	1
AFLTRAGRUMP P H	1	CVN 78 FORD	2	NAVSUP FLC BAH	3
AFTGWESTPAC YOKO	1	CVN 79 JFK PCU	2	NAVSUP FLC CCHWC	1
ALCOM AK	1	CVRMW	1	NAVSUP FLC DGAR	1
AS 39 E S LAND	2	CWG SIX	1	NAVSUP FLC GTMO	1
AS 40 F CABLE	2	DCM BALTIMORE	1	NAVSUP FLC JAX	3
ASD MAYPORT	1	DCMA MANASSAS	1	NAVSUP FLC KITSP	2
ASD NORFOLK	1	DCMA PITT	1	NAVSUP FLC MAR	1
ATG MAYPORT	1	DCMA SO EUROPE	1	NAVSUP FLC NDWWC	1
ATG NORFOLK	2	DDC YOKOSUKA JA	1	NAVSUP FLC NLWC	1
ATG PNW	1	DDD PSND DWCF	1	NAVSUP FLC NORVA	1
ATG SAN DIEGO	2	DDD SD DWCF	1	NAVSUP FLC NRFWC	3
CHSMWINGPAC	1	DDEPOT P HARBOR	1	NAVSUP FLC OMAN	1
CNAVSURFG MIDPAC	1	DDM BAH	1	NAVSUP FLC PS	1
CNIC	1	DDSI SIGONELLA	1	NAVSUP FLC SD	1
CNRC MILL TN	1	DEFDISTDEPOT	1	NAVSUP FLC SD ND	1
CNSG WP YOKO	1	DEFENGREG-PAC	1	NAVSUP FLC SIG	2
CNSP WTFRNT REDI	2	DEFENSE DIST CTR	1	NAVSUP FLC VNTRA	1
CNSS 14	1	DEVGRU	1	NAVSUP FLC WHDBY	1
CNSS 5	1	DIA DET PEARL H	1	NAVSUP FLC YOKO	3
CNSSC FLD NWCF	2	DLA AVIATION	3	NAVSUP WSS MECH	3
CNSSC HQ MILL	2	DLA DISTR	2	NAVSUP WSS MMPN	1

POTENTIAL COMMANDS AND BILLETS FOR 1301 SUBSPEC					
CNSSC JSF	1	DLA DWCF	8	NCG 1	1
CNSSC OP SUP FLD	3	DLA HDQTRS	2	NCG 2	1
CNSWC	2	DLA LAND MARITM	4	NCSA HQ MONS	1
CNSWC WDC NWCF	1	DLA NC	1	NECC	1
CNSWG ONE SEA	2	DLA PSNY	1	NETC PENSACOLA	1
CNSWG TWO SEA	2	DLA S EU DWCF	1	NEXCHCOMNORFOLK	2
COM 22ND NCR	1	DLA SD	1	NMCB 1	1
COMFLTREADCEN	1	DMO-HAWAII DWCF	1	NMCB 11	1
COMLCSRON ONE	1	DSCP PAC	2	NMCB 5	1
COMLCSRON TWO FL	1	DSCP PAC REG	1	NORTHCOM JTF NCR	1
COMNAVAIRPAC	5	EOD ESU 2	2	NSA MECH PA	1
COMNAVELSG	1	EOD EXP SUP ONE	2	NSLC KPT DV NUWC	1
COMNAVSPECWARCEN	1	EWTGLANT NORVA	1	NSSC BANGOR	1
COMNAVSURFLANT	4	FOL COMALAPA EL	1	NSSC GROTON	1
COMNAVSURFPAC	5	HQ MARFORCOM	1	NSSC KINGS BAY	1
COMNBEACHGRU 2	1	HQ MARFORPAC	1	NSUPFAC D GARCI	1
COMOPTEVFOR	1	LCC 19 B RIDGE	1	NSWG1 LSU SHORE	1
COMSTRKFWPAC	1	LHA 6 AMERICA	2	NSWG2 LSU SHORE	1
COMSUBDEVRON 5	1	LHA 7 TRIPOLI	2	PHIB CB1	1
COMSUBGRU 10	1	LHA LHD LPD REDI	1	PRI MATOFF B WA	1
COMSUBGRU 2	1	LHD 1 WASP	2	PSBFOROPS COMP	3
COMSUBGRU 7	1	LHD 2 ESSEX	2	SOCPAC TSOC	2
COMSUBGRU 9	1	LHD 3 KEARSARGE	2	SPANISH HRF (M)	1
COMSUBLANT	2	LHD 4 BOXER	2	SPECRECON ONE	1
COMSUBRON 11	1	LHD 5 BATAAN	2	SPECRECON TWO	1
COMSUBRON 15	1	LHD 6 BONHOMMER	2	TAC D&E SQDN ONE	1
COMSUBRON 6	1	LHD 7 IWO JIMA	2	TAFT KUWAIT	1
COMUSFLTFORCOM	1	LHD 8 MAKIN ISL	2	TAH 19 MTF ROS	1
CPRG	1	MCAS IWAKUNI JA	1	TAH20 MTF ROS	1
CVN 68 NIMITZ	4	MCAS MIRAMAR CA	1	TRIREFAC KINGS B	2
CVN 69 EISENHOWE	4	MCB KANEOHE BAY	1	US NAF MISAWA	1

POTENTIAL COMMANDS AND BILLETS FOR 1301 SUBSPEC					
CVN 70 VINSON	4	MESG-1	1	USMTM JUBAIL SA	1
CVN 71 T ROOSEVE	4	MESG-2 CSS DET	1	USMTM RIYADH SA	1
CVN 72 LINCOLN	4	SC	1		

281 billets over 179 commands can be investigated for 1310 subspecialty coding

To further break down Table 10, 22 of the 179 commands listed are from Naval Supply Systems Command (NAVSUP). This is a major command within the Supply Corps, which has several subordinate commands known as Fleet Logistics Centers that are strategically positioned worldwide to support the warfighter. The 22 NAVSUP commands consist of 34 billets that contain NOBCs that are associated with the 1301 subspecialty in only some instances, but not others. These 22 NAVSUP commands and 34 billets are shown in Table 11 and are broken down by rank, billet title, and associated NOBC—again, these billets are not currently associated with the 1301 subspecialty.

Table 11. NAVSUP Billets That Could Be Potentially Associated as 1301 Subspecialty. Adapted from Hickman (personal communication, November 10, 2020).

PROSPECTIVE NAVSUP 1301 BILLETS BASED ON NOBC			
COMMAND	BILLET	RANK	NOBC
NAVSUP FLC JAX	GEN SUP	LCDR	1918
NAVSUP FLC GTMO	GEN SUP	CDR	1918
NAVSUP FLC CCHWC	GEN SUP	CDR	1918
NAVSUP FLC NRFWC	GEN SUP/ADDU TO 00155/ 50054	CDR	1918
NAVSUP FLC NRFWC	GEN SUP/FLT OPS DIR 430	CDR	1918
NAVSUP FLC NORVA	GEN SUP/DH/AVIA NORF	LCDR	1918
NAVSUP FLC NLWC	GEN SUP/SITE DIR	CDR	1918
NAVSUP FLC NDWWC	GEN SUP/SITE DIR	CAPT	1918
NAVSUP FLC PS	GEN SUP/OUTFITTING	LCDR	1918
NAVSUP FLC KITSP	GEN SUP/SUP OFF/ISC TRIDENT	CDR	1918
NAVSUP FLC KITSP	GEN SUP	LCDR	1918
NAVSUP FLC WHDBY	GEN SUP/ADDU TO 40005/ 55627	CDR	1918
NAVSUP FLC VNTRA	GEN SUPP/ADDU TO 46005/ 55634	LCDR	1918
NAVSUP FLC YOKO	GEN SUP	CDR	1918

PROSPECTIVE NAVSUP 1301 BILLETS BASED ON NOBC			
COMMAND	BILLET	RANK	NOBC
NAVSUP FLC DGAR	GEN SUP/DIR	CDR	1918
NAVSUP FLC MAR	GEN SUP/ADDU TO 33005/ 61755	CDR	1918
NAVSUP WSS MECH	EQ PGM SUP/DIR FLT ALLOWANCING	CAPT	1920
NAVSUP WSS MECH	SUP LOG/DIR SUB/ AIRCRAFT OPS	CAPT	1978
NAVSUP WSS MMPN	SUP LOG/DIR NUC REAC LOG/SUPPLY	CDR	1978
NAVSUP FLC BAH	SUP LOG/OPERATIONS OFFICER (C430)	LCDR	1978
NAVSUP FLC OMAN	SUP LOG/DIR SUPPLY MGMT DET OMAN	LCDR	1978
NAVSUP FLC SD	SUP LOG/DIR SUPPLY MANAGEMENT	CDR	1978
NAVSUP FLC SD ND	SUP LOG/DEPUTY INDUSTRIAL SUPPORT	LCDR	1978
NAVSUP	SUP PLN/ACOM OPS&WARFARE ENGAGE	CAPT	1984
NAVSUP FLC JAX	CDR/CO SHR ACT/ADDU TO 33010/09697	CAPT	9421
NAVSUP FLC NRFWC	CDR/CO SHR ACT/ADDU TO 00120/61463	CAPT	9421
NAVSUP FLC SIG	CDR/CO SHR ACT/ADDU TO 00045/3049B	CAPT	9421
NAVSUP FLC BAH	CDR/CO SHR ACT	CAPT	9421
NAVSUP FLC YOKO	CDR/CO SHR ACT/ADDU TO 20060/57006	CAPT	9421
NAVSUP WSS MECH	XO SHR ACT/DEPCDR SHIPS/SUBS/CO	CAPT	9436
NAVSUP FLC JAX	XO SHR ACT	CDR	9436
NAVSUP FLC SIG	XO SHR ACT	CDR	9436
NAVSUP FLC BAH	XO SHR ACT	CDR	9436
NAVSUP FLC YOKO	XO SHR ACT	CDR	9436

In contrast, there are 32 billets in the Supply Corps that are coded as 1301 subspecialty and also associated with the same NOBCs listed in Table 11. Table 12 lists billets broken down by rank, billet title, and associated NOBC, but again, these billets are

associated with the 1301 subspecialty. There are significantly fewer 1310P billets, which suggests that there is an inadequate pipeline to support the 810 graduate officers.

Table 12. Supply Corps Billets Currently Associated with the 1301 SUBSPEC and Their Respective NOBCs. Adapted from Hickman (personal communication, November 10, 2020).

1301 BILLETS WITH THEIR ASSOCIATED NOBCS			
COMMAND	BILLET	RANK	NOBC
NAVSUP WSS PHIL	INV CTL MTHD/AVN LOGISTICS	LCDR	1515
NAVSUP WSS PHIL	INV CTL MTHD/AVN LOGISTICS	CDR	1515
CVN 78 FORD	GEN SUP	CDR	1918
CVN 78 FORD	GEN SUP	LCDR	1918
CVN 79 JFK PCU	GEN SUP	CDR	1918
CVN 79 JFK PCU	GEN SUP	LCDR	1918
NAVSUP FLC PSCLA	GEN SUP/SUPPLY DEPT HD	CDR	1918
NAVSUP FLC NORVA	GEN SUP/SITE DIR	CDR	1918
NAVSUP FLC NORVA	GEN SUP/LSO C430	LCDR	1918
NAVSUP FLC OCNA	GEN SUP/DEPT HD/ ADDU TO 09103/00135	CDR	1918
NAVSUP FLC ROTA	GEN SUP/SITE DIRECTOR	CDR	1918
NAVSUP FLC LEMRE	GEN SUP/ADDU TO 40005/09520	CDR	1918
NAVSUP WSS PFMS	EQ PGM SUP/DIR INTL PROGRAMS	CAPT	1920
NAVSUP WSS MECH	EQ-PGM-SUP/WEP-MLT=GEN/ELEC OPS	CAPT	1920
COMNAVSURFPAC	STF SUP/READINESS OFFICER	CDR	1955
OSP WASH DC	SUP LOG/DEP DIR LOGISTICS	CDR	1978
DLA AVIATION	CH, WEAPONS SYS AND OPS SUST BR/	CDR	1978
NAVSUP FLC J MPN	SUP PLN/PLANNING OFFICER	LCDR	1984
NAVSUP FLC YOKO	SUP PLN	CDR	1984
NAVSUP FLC NAS J	TSO AV/SUPPLY OFF	CDR	1991
PEO SHIPS WASH	DPJ SUP/LOG OFF ADDU TO 03100/00024	CDR	2170

1301 BILLETS WITH THEIR ASSOCIATED NOBCS			
COMMAND	BILLET	RANK	NOBC
CNSSC HQ MILL	PERS DIST OFF/ ADDU TO 44220/62980	LCDR	3126
NAVSCSCOL NWPT	SCH ADMIN/TRNG OPS SUPV	LCDR	3283
NAVSCSCOL NWPT	SCH ADMIN/TRNG OPS	LCDR	3283
NAVSUP FLC PH	CDR/CO SHR ACT/ADDU TO 00115/61449	CAPT	9421
NAVSUP FLC PS	CDR/CO SHR ACT/ADDU TO 00040/68742	CAPT	9421
NAVSUP FLC SD	CDR/CO SHR ACT/ADDU TO 00108/00242	CAPT	9421
DDD SD DWCF	CDR DLA DIST SAN DIEGO/0318707	CAPT	9421
NAVSUP FLC NRFWC	XO SHR ACT	CAPT	9436
NAVSUP FLC PH	XO SHR ACT	CDR	9436
NAVSUP FLC PS	XO SHR ACT	CDR	9436
ASN RDA	P&P DIR/DASN (LOG) COS (MHA)	CAPT	9980

This data, particularly the information listed in Table 9, shows that there is an opportunity to build an adequate pipeline for 1301 officers utilizing certain NOBCs. It is understood that more than likely billets are not all necessarily worthy of 1301 subspecialty coding; however, it is recommended that these billets be investigated more closely for determination if they are worthy. An addition of 10 billets would represent an increase of 31% more 1301 subspecialty supply billets for that respective pipeline. The commands in Table 11 and Table 12 are commands that could be valid locations where the generalists (MBA 810 graduates) could integrate with the specialists (NPS graduates) as one effective enterprise. NPS graduates, or any Supply Corps officers who receive a master's degree outside of 810 selection, are capable of being generalists; however, the 810 officers are receiving a civilian MBA, which specializes in learning a myriad of skills relating to leadership, operating a business, or being well versed in all aspects of business. NPS has deeper concentrations such as supply chain management, finance, contracting, and information logistics in which subspecialties graduates typically are more specialized.

VI. RECOMMENDATIONS AND CONCLUSION

To increase utilization rates of 810 graduates and keep this elite educational program on par with the best MBA curriculums in the country, Navy leaders should consider the following recommendations.

A. RECOMMENDATIONS

Finding 1: Based on our qualitative content analysis of the spreadsheet provided by BUPERS, the utilization rate for the 810 graduates or 1301P subspecialty officers is between 5.13% and 5.5%. Out of 235 billets, only 13 were coded as 1301P, which is approximately 5.5%.

Recommended Actionable Item: Increase utilization by adding existing Supply Corps billets lacking any subspecialty coding to the 1301 subspecialty billets list. If more billets are created in the future, determine whether these new billets are in fact worthy of 1301 subspecialty coding. Adding a 1301 code to existing billets is a less expensive option that will increase career path options for 810 graduates.

Finding 2: Based on utilization analysis, it was discovered that 74 billets had NOBC codes that were associated with 1301P billets but are currently not associated with the 1301P subspecialty. Out of 1,026 billets, only 32 billets are currently 1301 subspecialty coded.

Recommended Actionable Item: Perform an analysis of the 281 and 74 billets in Table 6 and Table 10, using their respective NOBC codes to determine compatibility with the 1301 subspecialty. If any of those NOBCs are determined to be compatible with the 1301 subspeciality, add those billets to the 1301 pipeline or career path.

Finding 3: Our research shows that the top-30 MBA curriculums in the country are updating and adapting more frequently to keep up with the ever-changing business world. The ESR document has not adapted since 2017, and our team has identified gaps and recommendations to be considered.

Recommended Actionable Item: Increase the periodicity of curriculum reviews as described in OPNAVINST 1520.23C CH-2 (OPNAV, 2019) This would provide an

opportunity to more closely match school curriculums that are within the CIVINS-approved top-30 schools list. It would also allow for the ESRs to adjust more quickly to what the private sector is concerned with, including updating the curriculum.

Finding 4: The 1301 subspecialty title is known as "Supply Acquisition and Distribution Management." This title is not the most optimal fit for these elite educated officers.

Recommended Actionable Item: Recommend a 1301 subspecialty name change to something similar to "Business Strategic Management and Integration." An MBA is a general postgraduate degree that develops critical thinkers, integrators, entrepreneurs, and strategists that can relate to all business acumen or tie together all aspects of running an enterprise (Kagan, 2020).

B. CONCLUSION

Although shortfalls surrounding the utilization and optimization of the NAVSUP 810 program are evident, it is clear this program should remain a key tenet for the Navy Supply Corps community. This program is the most optimal means by which the Navy can implement cutting-edge civilian business strategies and principles of innovation directly into the Fleet, and our research certainly does not aim to eliminate this highly coveted program. Our research did, however, shed light on an opportunity for the Navy to improve the optimization of the most expensive program in the CIVINS portfolio. Taking steps toward increased utilization and optimization will allow the Navy to keep pace with the Apples and Teslas of the world.

C. FUTURE RESEARCH

This research should motivate future examination of the NAVSUP 810 program to include the identification and assessment of alternative master's degree programs. One possible addition is a master's degree in Data Science and Business Analytics. Many research institutions such as RAND have been informing Congress on the use of data analysis and other evaluation-related methods specifically within the realm of DOD Acquisitions since 2016. Additional evidence suggests that a Master of Science in Business Analytics degree would provide the technical skills and knowledge to make an immediate

impact in bringing Navy business practices up to the speed and efficiency of the private sector. The transition from a standard MBA to a Master's in Business Analytics may be more plausible than ever, given the call for data-driven decision-making from each *National Security Strategy* since the President George W. Bush administration.

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