

# Return on Investment for Navy Training with Industry Program



NAVAL  
POSTGRADUATE  
SCHOOL

## Abstract

Annually, the United States Navy's Supply Corps selects four officers to participate in its Training with Industry (TWI) program, which takes them out of traditional billets for one-year and has them work with ExxonMobil, Starbucks, The Home Depot, or FedEx. Through working with top corporations, the officers obtained valuable lessons applicably to Navy issues during their follow-on three-year utilization tour after the TWI program.

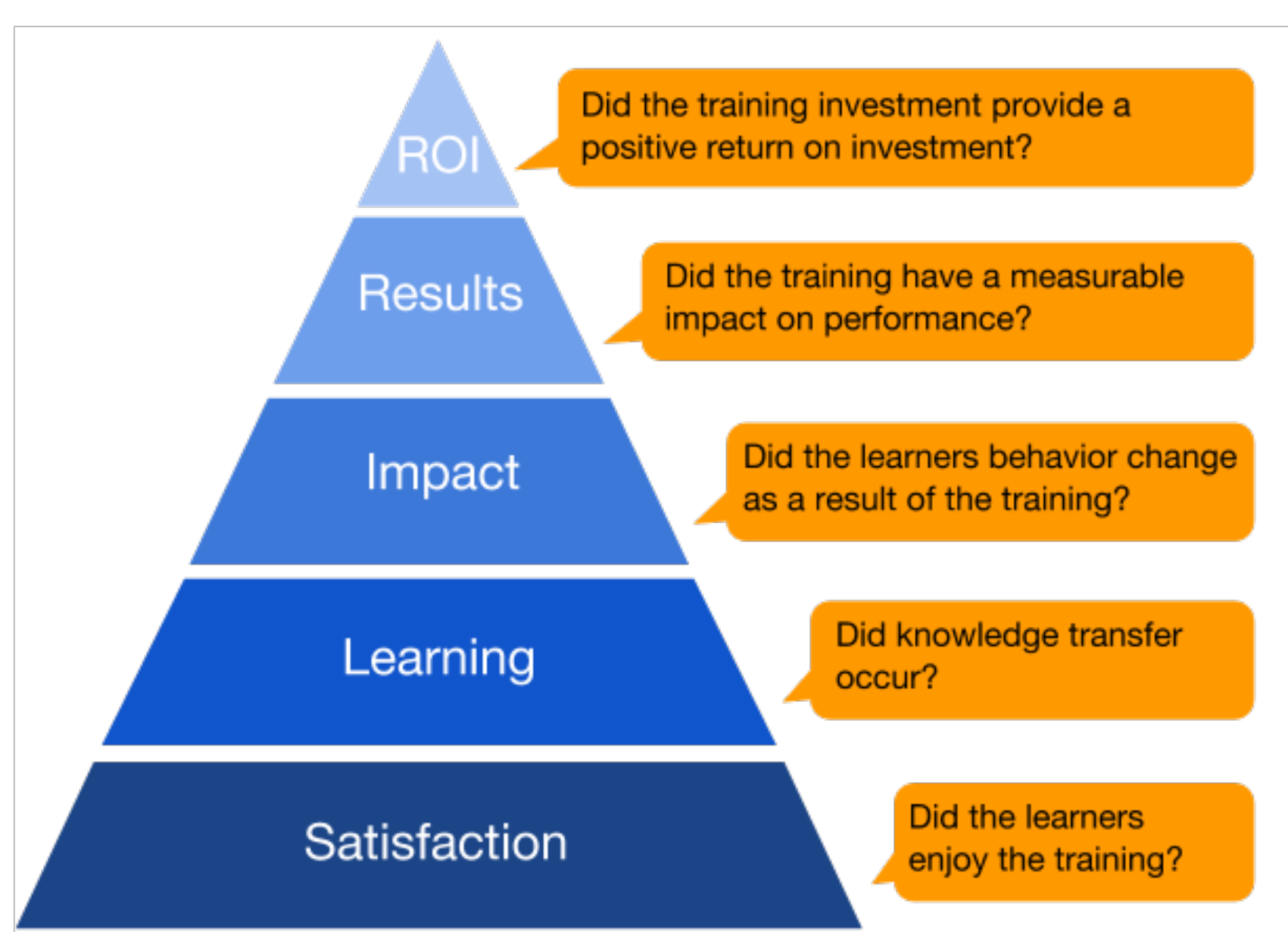
The MBA project examined three Return on Investment (ROI) TWI methodologies: Kirkpatrick Four Levels Model, Schmidt 7-Steps Model, and Phillips Five Level ROI Framework. A metric was developed supporting NAVSUP by combining elements of the three methodologies. The metric is adaptable to the changing needs of the Navy and permits stakeholders to adjust variables to meet Navy objectives.

The data shows an ROI of 156 percent. Additional non-measurable, intangible benefits identified are: (a) meeting the identified capability gaps, (b) meeting NAVSUP's objectives, and (c) increasing the professional value of the Supply Corps officers. The data suggests and the research recommends that NAVSUP change the TWI selection process to maximize the benefit, use the forms developed to improve the collection of costs and benefits data, and assign an additional qualification designations upon successful completion of the TWI program.



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TWI Partnerships



Kirkpatrick and Phillips Model

## Methods

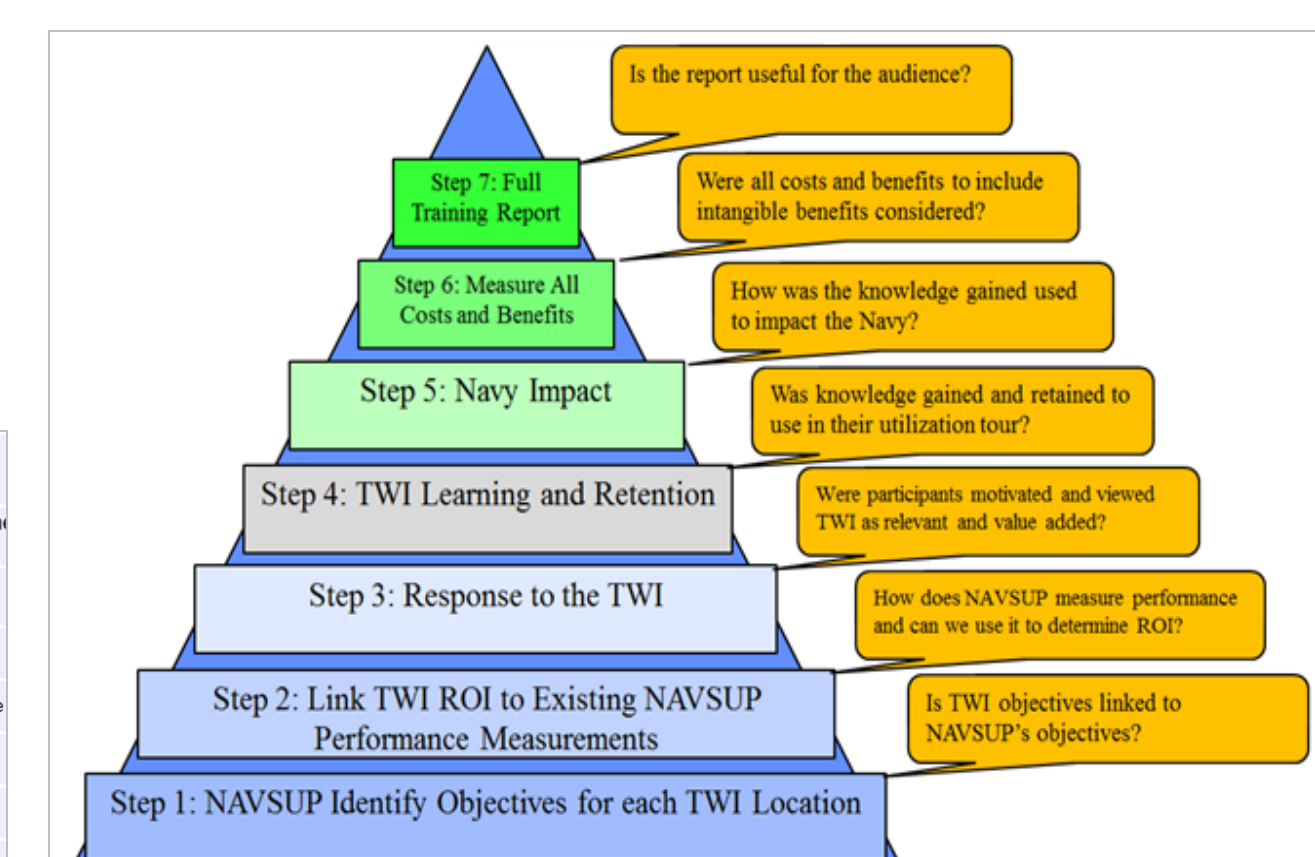
- Kirkpatrick Four Levels Model
- Schmidt 7-Steps Model
- Phillips Five Level ROI Framework

## Results

- Used combination of the 3 models...Navy TWI ROI Model
- ROI = 156%
- Intangible Benefits
  - Filled identified capability gaps
  - Fulfilled NAVSUP's objectives
  - Increased professional knowledge

Training with Industry Return on Investment					
ROI	156%	For each dollar invested in the TWI program, the Navy received \$1.56 dollars in return after the program had been recovered			
Benefits and Costs Breakdown			Data From		Follow Action
Benefits	1) Utilization tour commitment	\$1,131,589.84	FY 2017 000 Military Personnel Computer Services, Data and Information Systems		
	2) Project cost saving to Navy	\$0.00			Use Navy Impacts form to capture data from TWI participant in the
Costs	1) One year tour	\$707,036.00	FY 2017 000 Military Personnel Computer Services, Data and Information Systems		
	2) Selection Board	\$16,860.08	NAVSUP and FY 2017 000 Military Personnel Computer Services, Data and Information Systems		
Intangible Benefits	YES	NO	Cannot be Determined	Data From	Follow Action
Capability Gaps	X			Survey	Update MOUMOA and use initial Program Evaluation Form for future participants
Skills	X			Survey	Update MOUMOA and use initial Program Evaluation Form and Scorecard Form for future participants
Retention and staying longer than 3 years			X	Survey	No further action require, selection board is doing a sufficient job in selecting participant interested in making the Navy a career
Retention after TWI tour	X			Survey	Update MOUMOA and use Post Program Evaluation Form for future participants
Recommendations for Improvements				Data From	Follow Action
1) To complete to maximize business learned skills				Survey	Change selection process and TWI Utilization tour format
2) Ship level interaction across all				Survey	Update MOUMOA for clearer objectives and responsibility of each

Full Report



Navy TWI ROI Model

## Recommendations

- Change the TWI process to one-year at utilization tour, one-year TWI tour, and two-years back at utilization tour
- Assign AQD upon completion of TWI tour
- Capture data at Step 2, 3, and 4 for a more accurate benefit measurements