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E2E: The KC-130J community begins a Herculean task

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Current Readiness/Enterprise AIRSpeed PAO

Six years after intermediate- and depot-level maintenance activities began transforming their logistics chain, it is now the turn, at last, of the organizational-level maintenance activities (OMA), beginning with KC-130J Hercules community.

Although prototypes have been conducted at Helicopter Anti-Submarine Squadron 10, Strike Fighter Squadron 122 and Marine Medium Vertical Tiltrotor Training Squadron (VMMT) 204, Marine Aerial Refueler Transport Squadron (VMGR) 352 became the first OMA to undergo formal AIRSpeed implementation in March 2008. Not only did VMGR-352 establish the way forward for future organizational-level designs, it also marked the first time a type/model/series' (T/M/S) National Item Identification Numbers (NIIN) were mapped from the flight

line to the depot. VMGR-352 completed Phase 1 of the initiative, called End-to-End Design (E2E), in July 2008.

The KC-130J is the newest aircraft assigned to the Navy/Marine Corps inventory. It was chosen as the first OMA to roll out E2E because of its above average readiness, flying availability and the low risk associated with the implementation, said Chief Aviation Electrician's Mate Brian Barth, Enterprise AIRSpeed team member.

Like other implementations, maintenance and supply personnel reviewed their current processes and applied AIRSpeed tools (the Theory of Constraints, Lean and Six Sigma) and lessons learned from other commands. For example, pack-up kits were created for local tasking and detachments; procedures were put into action to ensure critical components required for deployment were identified; and the interdependencies between

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Using the same yardstick

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With its above average readiness record and flying availability, the KC-130J Hercules easily met its mission requirements. But when its data was rolled into the Current Readiness reporting framework last spring, a different picture emerged.

An analysis revealed a small gap between the squadrons' readiness production and the readiness metrics developed by the Naval Aviation Enterprise (NAE) to meet the Sortie-Based Training Plans and the Fleet Response Plan.

Ascertaining Readiness

Throughout Naval Aviation, squadron data is not fully aligned nor linked to Current Readiness metrics. The current process of determining Marine Aviation readiness – classifying aircraft as mission capable/full mission capable/partially mission capable (MC/FMC/PMC) – does not accurately reflect the complex configurations of today's aircraft nor the requirements for equipment and manpower placed upon squadrons.

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The project office was named as winner of the 2008 NAVAIR Commander's National Awards in the Logistics/Industrial category and as NAVAIR's nominee for the Adm. Stan Arthur Award. (Link: <http://www.cnaf.navy.mil/airspeed/default.asp?PressReleaseID=53808>)
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work centers were mapped out using standard swim lane analysis to show how the process of flying, repairing and returning operational aircraft to the flight schedule was conducted.

But E2E was different. "I-Level designs focused on replenishing supply officer assets to the shelf while looking at commands' processes to achieve the best time to reliably replenish (TRRs)," said Barth.

Applying TOC to get the "X"

OMA activities are driven by the "X"—a specific mission goal. (For more information about "getting the X," go to <http://www.cnaf.navy.mil/navriip/content.asp?AttachmentID=474#getth>

ex1 and <http://www.cnaf.navy.mil/navriip/content.asp?AttachmentID=489#hexparttwo>.) E2E looked at mission degraders and the logistical linkages between squadrons, Marine aviation logistics squadrons (MALS) and depot overhaul points.

Improved communication between Operations and the Maintenance Department, and proper scheduling proved to be the keys to optimizing the use of their primary constraining resource — aircraft — and to address the "fix or fly" conflict.

"Pilots are scheduled to 'get the X'. And maintenance is continuously repairing aircraft and its systems. Often, the timing of those requirements opposes each other.

Leadership must decide which will take priority," said Barth.

To address this, E2E took a solution developed during the prototype at VMMT 204 — the "aircraft buffer." "Aircraft that were not assigned as spares that day were designated as 'buffers,' allowing the squadron to tap them if needed. This repurposing of aircraft required coordination between the operations and maintenance officers and the commanding officer's approval," said Barth.

Not all of the degraders were found on the flight line. During the design, personnel in VGMR-352 and in its sister squadrons, VMGR-252 and VMGR-152, expressed concerns about the use of hot refueling stations and refueling trucks at Marine Corps Air Station Miramar. A value stream analysis (VSA) was held at Aviation Fuels Division (AFD) in August 2008 — the first VSA that involved an entire military installation. Projects identified as the most likely to produce the greatest returns on investment will be conducted in fall 2008 and in the following months.

Collapsing stovepipes

The KC-130J community is unique: It has a limited footprint at the I-Level and most of its maintenance is conducted by contractors at the depot. The Air Force also has the aircraft in its inventory and manages the community's maintenance contract.

"We used logistics data from Phase 1 of the E2E Design in order to determine whom to ask about what," said CWO3 Rob Willis, E2E Design project lead. "We captured those ready basic aircraft (RBA) and ready-for tasking (RFT) requirements that experienced the largest number of hours impacting aircraft readiness, and then tied those weapon replaceable assemblies back to the supporting depot," he said.

"We met with the Air Force Smart Operations 21 (AFSO-21) team at Hill Air Force Base in Ogden, Utah, in September to set the stage for a design effort. In doing this, we will have successfully tied the logistics chain from O to I to D on those items which

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(For more information on measuring ready-for-tasking (RFT) aircraft, go to <http://www.cnaf.navy.mil/navriip/content.asp?AttachmentID=241#rft>.) The FMC/NMC/PMC reporting criteria only capture how a command is meeting its assigned aircraft status.

The Current Readiness' reporting framework not only captures the capabilities of a ready basic ready aircraft (one that has core capabilities, such as communications, navigation and safety systems), but the systems, training and personnel needed to execute mission essential tasks during all phases of a squadron's deployment cycle. The groupings of components that generate specific capabilities of RFT aircraft are called Ready Mission Sets (RMS). Marine Aerial Refueler Transport Squadron (VMGR) 352's is the first squadron to measure its readiness using Current Readiness' metrics.

The main focus of E2E was closing the RFT gap. One of the first tasks was to define VMGR-352's RMS and identify the groups of National Item Identification Numbers (NIIN) that make up its RMS sets. Some of the mechanisms to capture essential information did not exist and had to be created. One example is the development of local management codes to identify groups of parts and link them to a specific RMS set.

E2E also required maintainers at the organizational- and intermediate-level (I-level) to rethink their processes and employ a key enterprise behavior -- transparency. For example, before NIINs were mapped from the flight line to the depot during VMGR-352's formal AIRSpeed implementation, I-level maintenance work centers focused on replenishing the pool of weapon replaceable assemblies based on each part and its time to reliably replenish. Now maintainers are aware that each piece of equipment is part of an interdependent system and that the readiness of the KC-130J and all type/model/series (T/M/S) depends on groupings of multiple components and systems. They also have a greater understanding of how that determines the demand signal from the flight line and how to better support them.

The KC-130J T/M/S Current Readiness lead, Col. Eric Fippinger, Marine Air Group 11 commander, will present the aligned data to the NAE Air Board in October, providing information with improved granularity to leadership, enabling them to make better informed decisions.

The KC-130J community is the fourth Marine Corps T/M/S to be integrated into the NAE; integration of all Marine Corps T/M/S is scheduled to be completed by August 2009. ■

Focus on excellence: NAE supply officer named 2007 Navy Logistician of the Year

Jacquelyn Millham, *Current Readiness/Enterprise AIRSpeed PAO*

When Cmdr. Stan Dobbs escorted Naval Aviation Enterprise (NAE) leadership through Naval Air Station (NAS) Lemoore's maintenance and supply facilities during "Boots-on-the-Ground" in December 2007, his pride in ownership was underscored by the intensity of and the excitement in his voice.

"The Personal Property Office was taking too long to process outbound customers, and they were asking for additional personnel, said Dobbs during the event. "Using AIRSpeed tools such as the Theory of Constraints (TOC), Lean and Six Sigma (LSS), we found that pilots were scheduling their moves at the last minute.

"Once pilots earn their carrier qualifications, we found out they have to be assigned to their squadrons within 15 days of graduating to retain their qualifications," he said. "It was almost unsupportable because of the time required to contract with the movers."

The solution was better communication between Fleet Replacement Squadron (the command that trains pilots) and the gaining squadron, which reduced the time to process moving requests by 89 percent. (For more information on NAS Lemoore continuous process improvement (CPI) successes, go to: <http://www.cnaf.navy.mil/navriip/content.asp?AttachmentID=47#quals>)



Cmdr. Stan Dobbs

Successes like this, realized through Dobbs' innovation, energy and leadership, have earned him two 2007 Admiral Stanley Arthur Awards – first as a part of the Naval Logistics Integration (NLI) Team who won the Operational Logistics Team of the Year category, and then as Military Logistician of the Year. Dobbs, who became lead for Ashore Policy, Training and Inspections for Commander, Naval Air Forces (CNAF) and Chief of Naval Operations/CNAF Tactical Diversity Team in June, is the first African-American to receive the award, which recognizes excellence in logistics. A plaque and \$5,000 were presented to Dobbs in July.

During his tenure at NAS Lemoore, Dobbs' areas of responsibility included regional supply officer for Fleet Industrial Supply Center (FISC); aviation supply officer for Commander, Strike Fighter Wing U.S. Pacific Fleet (CSFWP); regional supply officer for Commander, Fleet Readiness Centers; supply officer for Food Services, Navy Region Southwest; and supply officer for Personal Property, Naval Post Graduate School.

While wearing all of these "hats," he undertook an inventory management program that achieved an inventory cost avoidance of \$43 million; he netted Navy Stock Fund credits and excess material sales of \$1.3 million; and achieved a cost avoidance of \$1 million by resizing consumable inventory buffers and decreasing inventory levels. He also contributed to Lemoore's Base Realignment and Closure savings of \$5 million.

Dobbs credits the use of AIRSpeed tools for his success and said that the delicate combination of the three tools is what makes it more powerful than just using LSS alone.

TOC, he said, makes the difference in the success of CPI. "TOC provides a framework for CPI practi-

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Encumbering USMC aviation supply desktop procedures revamped

By CWO3 Robert Willis,
Enterprise AIRSpeed Project Office

Since the introduction of AIRSpeed to Marine Aviation Logistics Squadrons in 2004, there has been a continuous cry for changes to existing policy that would provide the flexibility required to enable improved logistics support to the warfighter.

In May of 2007, CWO5 Calvin Miller, AIRSpeed lead for Commander, Marine Forces Command (MARFORCOM), proposed a complete revision to the existing United States

Marine Corps (USMC) Aviation Supply Desktop Procedures (ASDTP). The revision, argued Miller, would enable the Marine Aviation Logistics Squadron (MALS) Aviation Supply Departments to apply the AIRSpeed tools – the Theory of Constraints (TOC), Lean and Six Sigma (LSS) – in the day-to-day business of enabling flight line readiness. In October 2007, Headquarters Marine Corps Aviation Support and Logistics (HQMC ASL) 31 hosted the first ASDTP Review to include continuous process improvement (CPI).

According to Maj. Jeff Bolduc, assistant aviation supply officer, HQMC ASL-31B, the primary reason for the conference was to complete a revision of the ASDTP. As it was currently written, it restricted the initiatives of fleet units that were incorporating CPI projects. "Units were required to submit requests to deviate from legacy procedures that were no longer required," he said. "We wanted to provide policy that enabled our supply departments to operate in a way that capitalized on these initiatives. Our

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tioners. It enables them to consider all the parameters and touch points that affect the ability of a system to perform. Without TOC, the maintenance and supply chain management teams could not be assured that variances would be reduced and controlled in the future. TOC is the secret weapon to LSS," he said.

But Dobbs' proudest accomplishment is what earned him the reputation for logistics excellence among his colleagues – his unification of supply and maintenance. "There was a decades-long term feud between Aviation Supply Department and FISC. They blamed each other for missing issue response time (IRT) metrics. AIRSpeed was used to show the truth - and they jointly discovered that they both were responsible," he said.

Afterward, teamwork improved. IRT was met 99 to 100 percent of the time, said Dobbs. To expedite deliveries, they upgraded from fossil fuel delivery vehicles to faster electrical vehicles. The civilians also developed a memorandum of agreement (MOA) that gave FISC 15 minutes of the allotted 60 minutes to issue a part. This would have elicited complaints before the introduction of

AIRSpeed tools, said Dobbs.

"Excitement within the business units generated good will across the organization. Every employee wanted to a part of the AIRSpeed events. No one resisted training," he added.

Dobbs promotes the application of CPI tools outside of maintenance and supply facilities. "As a professor teaching on base, I took time to introduce the basic skills of AIRSpeed to students in the military to display its flexibility. Several great projects came from those classroom briefs," he said.

"The application of CPI will be a part of my leadership regimen for the foreseeable future," said Dobbs. "I have observed firsthand the benefits of developing people first and processes second. That is the same matrix for diversity management. It brings me joy to see people gain new knowledge."

AIRSpeed empowers Sailors, Marines and civilians alike, he said. "Your opinion, shored by your experience, is valued. Anyone can make a valuable contribution to naval aviation readiness if they only believe in AIRSpeed." ■

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aviation supply subject matter experts completely reviewed and revised over 1,000 pages of documentation in only three weeks. The effort was a true testament to their dedication to this project."

An initial group of nearly 75 aviation supply Marines and contractor support personnel met at Marine Corps Air Station (MCAS) Miramar in October 2007 to begin the arduous task of going through the current document, looking for opportunities to inject "a better way of doing business" where possible. The result was a document that focused on written procedures that provided flexibility to allow Aviation Supply Departments to use AIRSpeed tools in their day-to-day business.

For example, aviation supply departments are now authorized to use the Enterprise Logistics Analysis Tool (ELAT) and the Buffer Management Tool (BMT) as management tools. (ELAT helps supply personnel to determine allowancing recommendations. BMT facilitates daily management of time and physical buffers.) Additionally, a CPI appendix was added to the document, giving guidance on how to use Buffer Management, Market-Demand Pull, ELAT

and BMT. Revision of the ASDTP to include AIRSpeed /CPI initiatives provides Marines with the tools they need to accomplish tasks in a more effective manner and ensures the aviation supply community keeps in line with where Marine Aviation is heading.

In February 2008, a second, smaller group met in Athens, Ga., to redefine the inspection checklist for Aviation Supply Departments. The revised format was developed by CWO4 John Bandy, AIRSpeed lead for Commander, Marine Forces Pacific (MARFORPAC). He got the idea for the revised checklist format from requests submitted by 1st Marine Aircraft Wing commanding officers (CO) and aviation supply officers (AVNSUPOS) who wanted to be provided with an assessment of their current aviation supply department's capabilities, not simply an inspection of past performance.

Bandy took action on these requests and turned the problem into one that he would solve during his Jonah certification course. As he began to draw on his extensive knowledge of the legacy inspection procedures, it became apparent to him that in order to change aviation supply community's behavior in a positive way, there was a need to not only change policy, but

how inspections were conducted.

"As with most processes, everyone had an opinion on how it could be done better or more efficient," said Bandy. "I was able to use that knowledge of how inspections are conducted and really uncover some of the underlying assumptions in the legacy process during my Jonah course. Once the underlying assumptions were exposed and challenged, it became easier to create a better checklist that answered the requests of CO's and AVNSUPOS's."

The new checklist tests skill sets of Marine/Sailors in the MALS by actually having them perform those functions with an inspection team present. The result is a determination of the level of "core competency" within the personnel of the supply department. Feedback from aviation supply officers so far has been favorable.

According to Master Sgt. Derek Riepma, MALS-31 Repairable Management Division chief, the best part of the two conferences was getting together with Marines from across the fleet to collaborate. "Every MALS has good ideas on how to improve this business. It is good to get together

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have an impact on RBA and RFT, as defined by the (Current Readiness) T/M/S team," said Willis.

(AFSO-21 is an Air Force continuous process improvement initiative.)

Creating and maintaining core capable aircraft and aircrews is another component of readiness. To maximize the usage of aircraft, a qualification process analysis was conducted in the Operations Department to determine how pilots, crew chiefs and load masters were scheduled. The schedule development process also was analyzed to identify areas where long-range planning and scheduling could best enhance flight schedule execution.

The Qualification, Certification and Licensing (QCL) program also was analyzed. The community does not have an established Fleet Replacement Squadron. It permanently maintains home training regiments while aircraft are deployed forward. It also supports local demand generated by Miramar-based squadrons and other wing tasking.

A new work center metric was designed to track how maintenance technicians progress toward achieving specific qualifications, certifications and licenses (QCL's), given a 24-month window for completion. The Maintenance Work Center Aviation Logistics Electronic Requirements Training System (ALERTS) Tracking Sheet, developed at VMGR-352, is used to assist the work center supervisor

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and see the good ideas that have been implemented at other MALS so that those ideas can be passed to all of the leadership that attended," he said.

The revised ASDTP and inspection checklist were released in July 2008. In keeping with the theme of "continuous system improvement," the Marines of the Aviation Supply community plan to continuously seek out better ways of supporting the warfighter by affecting those policies that may limit current performance. ■

monitor and manage the progression of their assigned personnel toward meeting Current Readiness Standards established in ALERTS. This gives the squadron maintenance chief the ability to answer the question of how fast they can close an identified gap in QCL standards identified by Current Readiness metrics. The data is rolled up as part of the Qualified Proficient Technician initiative which gauges the overall health of the military workforce and is reported to the Naval Aviation Enterprise Air Board each month.

During the research phase of the design, data also was collected on VMGR-252 and VMGR-152. VMGR-252 and Marine Aviation Logistics Squadron 14 (its intermediate maintenance activity) are scheduled to begin E2E design in fall 2008.

"Based on the maintenance and flight data of those squadrons and information garnered from the initial design, E2E Design could take only three to four weeks to complete," Barth said.

The goal of reducing aircraft flying hours from 5,000 hours per year to 4,600 hours per year per squadron was established as a result of incorporating continuous process improvement initiatives, he said. "This will help to ensure the airframe's life cycle goals are achieved." ■

NAE Update

■ The Naval Aviation Enterprise Board of Directors recently changed its name to the NAE Air Board to accurately more reflect its core purpose of supporting the warfighter.

■ The NAE Outstanding Performance Award is given to innovative, visionary and tenacious men and women working in all levels of the Navy and Marine Corps in recognition of their hard work, dedication and enterprise behaviors to bring forward the tools and strategies that enable today's warfighting readiness. To read about their accomplishments, go to <https://extra.cnaf.navy.mil/content.asp?ContentID=61C76614-92DE-4B0E-A3F4-6828657&Type=0&Extension=.pdf>.

Links of interest

1. [NAVSEA's Who's on Watch](https://inside.navsea.navy.mil/Navseacity/LISTING_TMP.ASPX?iWebContentID=2975&iObjectID=1)
https://inside.navsea.navy.mil/Navseacity/LISTING_TMP.ASPX?iWebContentID=2975&iObjectID=1
2. [Chief of Naval Operations Adm. Gary Roughead talks about the importance of diversity in the Navy](http://www.navy.mil/dnu.asp?id=11306)
<http://www.navy.mil/dnu.asp?id=11306>
3. [Jet fuel from chicken fat? Could happen, say NAVAIR engineers](https://extra.cnaf.navy.mil/content.asp?ContentID=1CC498A6-F28A-4A28-9F55-5008A8C&Type=0&Extension=.asp)
<https://extra.cnaf.navy.mil/content.asp?ContentID=1CC498A6-F28A-4A28-9F55-5008A8C&Type=0&Extension=.asp>
4. [NAVAIR AIRSpeed tells its stories](http://www.cnaf.navy.mil/airspeed/main.asp?ItemID=1227)
<http://www.cnaf.navy.mil/airspeed/main.asp?ItemID=1227>
5. [In Seapower: Supplemental Boots Naval Aviation; Analysts Question its Real Purpose Virtual "Backseat." Navy takes simulation aloft in training aircraft](http://www.seapower-digital.com/seapower/200808/)
<http://www.seapower-digital.com/seapower/200808/>
6. [Initiative halves cartridge handling time](http://www.cnaf.navy.mil/airspeed/default)
<http://www.cnaf.navy.mil/airspeed/default>