

Current Readiness & Enterprise AIRSpeed Newsletter



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EPAT links the tactical with the strategic

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed PAO

Marine Aviation and Fleet Readiness Centers (FRCs) recently introduced a planning and implementation process that aligns organizational- and intermediate-level continuous process improvement (CPI) activities to the Naval Aviation Enterprise (NAE) strategic objectives and initiatives.

The Enterprise Project Alignment Tool (EPAT) translates the NAE Strategic Plan into tactical actions and provides leadership the tools to identify long-term, customer-focused objectives that generate required readiness.

“Commands have been very successful in improving their processes – lowering their times to reliably replenish (TRR), reducing man-hours, and real-

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Recovery progress underway for Navy P-3Cs

By Maritime Patrol and Reconnaissance Aircraft Program Office

The U.S. Navy is making progress in the recovery of its grounded P-3C Orion aircraft. Currently, 10 of grounded aircraft have been inducted for outer wing modifications, with the first one due to be completed this fall - less than a year after grounding 39 aircraft for structural fatigue concerns.

Additionally, the Navy awarded contracts to L-3 Communications Aug. 19 and to Lockheed Martin Aug. 26 for the production of 17 outer wings assembly kits for the P-3C Orion with delivery of the first outer wings scheduled to occur in early 2010. These kits will replace the entire outer wing section, to included Zone 5, which was the area of concern in the groundings.

L-3 Communications will produce four of the outer wings, and Lockheed Martin will produce 13. Opportunities to procure additional outer wing kits may

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Rear Adm. O' Hanlon to become CR CFT lead

Rear Adm. Richard O'Hanlon will relieve Rear Adm. Bill Goodwin as Commander, Naval Air Force Atlantic (CNAL) in mid-January. O'Hanlon also will serve as the lead for the Naval Aviation Enterprise Current Readiness Cross-functional Team.

O'Hanlon, whose last command was as Deputy Chief of Staff Operational Readiness and Training at U.S. Fleet Forces Command, served aboard



Rear Adm.
Richard O'Hanlon

USS Carl Vinson (CVN 70) as executive officer, *USS Sacramento* (AOE 1), and *USS Theodore Roosevelt* (CVN 71). He has served ashore at the Naval Air Test Center, Patuxent River, Md., assigned as the Executive Assistant to the Chief of Legislative Affairs, Washington, and as Chief of Staff to Commander, Naval Air Force, U. S. Atlantic Fleet. He reported to his last command in September 2007.

Goodwin will become the assistant Chief of Naval Operations for Next Generation Enterprise Network System Program Office (NGEN SPO) and will oversee the Department of the Navy's

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development, acquisition and deployment of NGEN – the follow-on to the Navy Marine Corps Intranet contract that ends Sept. 30, 2010.

The NGEN SPO, a first-of-its-kind organization in the DoN, brings together the DoN's governance areas for NGEN – policy, resources and requirements, acquisition, and fleet readiness, support and operations – under a single command. The elevated coordination at the ACNO level will ensure stakeholders are included in the design and implementation process and help facilitate

a smooth transition from NMCI to NGEN with continuity of services to end users.

Goodwin assumed command of CNAL on May 4, 2007 from now Vice Adm. Denby Starling. Goodwin's tenure saw the integration of Marine Corps Type/Model/Series into the Current Readiness reporting system, the alignment of aircraft carrier maintenance activities, and a sustainment in the number of aircraft ready for tasking. In addition, during Fiscal Year 08, the Flying Hour Program cost was two percent below what was programmed

for the year.

Current Readiness' FY 08 accomplishments and FY 09 goals will be published in a future edition of the newsletter.

To learn more about NGEN, read *Chief of Naval Operations Names Next Generation Enterprise Network Chief* (http://www.navy.mil/search/display.asp?story_id=41219) at Navy.mil. ■

Note: This article includes information compiled from Navy.mil.

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izing cost avoidances. While those activities resolved local issues and shortfalls, they didn't always target the gaps that degraded readiness in the type/model/series (T/M/S) they supported," said Marine Capt. John DiGiovanni, assistant plans officer at Aviation Logistics Support 40 Headquarters, Marine Corps. DiGiovanni was part of the team that developed EPAT.

EPAT also aligns Marine Aviation Logistics Squadrons (MALS) work center CPI activities to the Marine Aviation Enterprise Readiness Board (MAERB) goals (which includes increasing the reliability of logistics process, reducing out-of-reporting status aircraft, and understanding and managing costs) and local Marine Air Group (MAG) objectives.

The tracking matrix is comprised of three charts:

• **The Goal Alignment Chart**

Chart (GAC). GAC enables leadership to capture improvement opportunities by matching their Ready Mission Sets (RMS) to their local CPI initiatives. Activities are tracked and their assigned points of contact are listed. Projects are now "owned" by the T/M/S leads at the respective MAG, instead of by individual MALS or organizational-level maintenance activities (OMA). This ensures alignment and fosters collaboration among sites.

• **The Continuous Process Improvement Worksheet.** The CPI

Worksheet is used to translate CPI initiatives into a local, tactical CPI Project Plan. It provides a framework for impact analysis, and the identification of potential sav-

ings, benefit categories and the work center that is responsible for the activity.

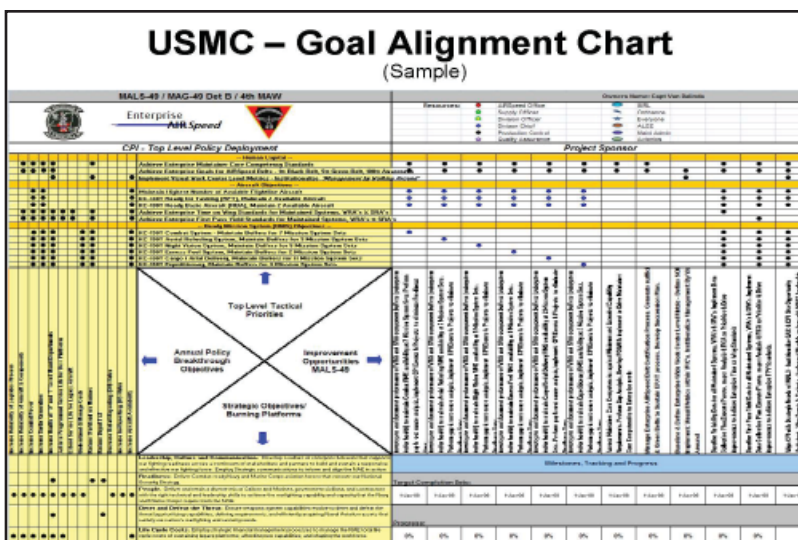
• **The Tracking Matrix.**

This, in conjunction with the Continuous Process Improvement Management System (CPIMS), is used by the site to measure progress on reductions in times to reliably replenish, beyond capable maintenance interdictions, cumulative savings, time on wing, and first-pass yield.

Currently, all 13 MALS are using EPAT and its generated data will be reported to Current Readiness and the NAE Air Board beginning in January. FRC has also adopted the EPAT process to tie their

CPI projects and events to their strategic objectives.

"The Theory of Constraints states that a CPI practitioner must know his or her system before making any improvements. With EPAT, Marines, Sailors and artisans will be able to track how their events in the work centers support the warfighter on the flight line and how it contributes to the execution of the MAERB's Goals, the NAE Strategic Plan, and, ultimately, the National Security Strategy," said DiGiovanni. ■



A Goals Alignment Chart. MALS-11, the 2008 Enterprise AIRSpeed Site of the Year and the intermediate-level (I-level) maintenance activity that supports Marine Aerial Refueler Transport Squadron 352 – the first organizational-level maintenance activity to undergo formal AIRSpeed implementation, is piloting the translation of T/M/S metrics into I-level goals.

Meeting Oceana's future fiscal demands require strong "familial" ties

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed PAO

Artisan Earl Houseman is one of the family at Fleet Readiness Center (FRC) Mid-Atlantic Site Oceana. For more than 52 years, he has worked on base, first fixing Air Force bombers and now as the sole source of servo cylinder test station repair for the fleet.

But Houseman is part of another group – a cadre of seasoned artisans who are scheduled to retire shortly, taking with them the skill sets, experience and insights that only accumulate with time.

Sustaining capabilities in the face of an aging workforce and the challenges of retaining Sailors and Marines was one of the major topics discussed during "Boots-on-the-

Ground" Sept. 23 and 24 at Oceana.

Rear Adm. Paul Grosklags, Commander, Fleet Readiness Centers and Assistant Commander for Logistics and Industrial Operations; Mr. Garry Newton, Deputy

Commander, Fleet Readiness Centers; representatives from Naval Air Systems Command; Naval Inventory Control Point; Defense Logistics Agency; Office

of Naval Research; Naval Sea Systems Command; and contractors attended the event.

Artisans, said Cmdr. Joseph Rodriguez, FRC Mid-Atlan-

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*"We're a force you can't reckon with."
~AM2 Robert Welch on working with an artisan*

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be available at a later time.

According to Bob Holmes, U.S. Navy P-3 Sustainment lead, the Navy is proactively managing the fatigue status, flight hour usage, and operational profiles on those aircraft not currently impacted by the fatigue groundings in order to reduce the likelihood of additional unanticipated elevated fatigue risk conditions.

"We are closely monitoring the flight hours and mission profiles flown by each aircraft, as well as recording specified aircraft data through the use of an on-board Structural Data Recording System to ensure continuous tracking of airframe structural fatigue," Holmes said. "Additionally, detailed fatigue analysis information obtained through the P-3C Fatigue Life Management Program is provided at regular intervals to our fleet commanders, ensuring they have the necessary aircraft-specific fatigue status available to effectively manage their assets. However, due to the P-3's age and elevated fatigue life, we anticipate additional groundings to periodically occur in the future."

The Navy grounded 39 P-3C aircraft, approximately a quarter of the fleet, in December 2007 for structural

fatigue concerns on a portion of the lower outer wing, called Zone 5. One additional aircraft was grounded in March 2008. Only 10 of the grounded aircraft were deployed. The groundings were not a result of an aircraft incident, rather a result of ongoing analysis obtained through the structural engineering focused P-3C FLMP program conducted between NAVAIR and Lockheed Martin Aeronautics in Marietta, Ga.

Immediately following the initial groundings, the Naval Aviation Enterprise developed a comprehensive recovery plan to include accelerating elements of the FLMP schedule from 36 to 18 months in order to assess additional areas on the outer wings; inducting grounded aircraft into depots to begin modifications on the affected Zone 5 section; and commencing detailed inspections and analysis of airframe structures removed from grounded aircraft in order to evaluate actual fatigue cracks located in Zone 5 region.

Additionally, in order to optimize the inventory of aircraft available to support operational and training requirements, the NAE re-evaluated scheduled depot maintenance require-

ments for each individual aircraft, adjusting depot inductions where able in order to minimize the overall impact associated with the grounded aircraft. Lastly, a dual path approach to recovery was developed, which included outer wing modifications - which replaces specific wing planks and spars, and replacement of the entire outer wing assembly.

The Navy currently has 157 P-3C aircraft in service. Following the initial grounding, three of the affected aircraft were retired from service early. The P-3C Orion will be replaced by the P-8A Poseidon - an anti-submarine warfare, anti-surface warfare, intelligence, surveillance, and reconnaissance aircraft. Initial operational capability for the Poseidon is scheduled for fiscal year 2013.

With the possibility of future P-3C groundings, the Navy has considered providing the training and support necessary to achieve a ready-to-deploy P-8A squadron nine months ahead of schedule. An early delivery would not affect production of the aircraft and IOC would remain FY 2013. The P-3C Orion will remain in service until the P-8A Poseidon is fully operational in FY 2019. ■

(Familial continued from Page 3)

tic Site Oceana officer in charge, are key to the success of the maintenance activity. "Oceana has cost avoided almost \$35 million in FY (Fiscal Year) 08. We have achieved 138 percent of our FY 08 goals in 11 months. This was accomplished by artisans fixing equipment that would have been BCM'd," he said.

(BCM – beyond capability of maintenance -- A repair action that exceeds a given maintenance facility's ability to fix an item, typically by design, that must be sent to a higher-level maintenance activity for repair.)

"Oceana now leads all FRCs in cost avoidance gained through BCM interdictions," he added.

Software tools created by deckplate Sailors have proved to be immeasurably valuable in identifying those savings. More than \$27.2 million in cost avoidance was captured using the Fleet Capability Alignment Program (FCAP) and the National Identification Item Number (NIIN) Analysis Tool. (For more information on FCAP, which was called FRC AIRSpeed Cost Avoidance Program and was renamed for fleet use, go to <http://www.cnaf.navy.mil/navriip/content.asp?AttachmentID=414#luck>)

Sailors and artisans have developed close relationships, said Rodriguez. They constantly exchange ideas, share information and offer advice.

That has not only led to an increase in Sailors' knowledge, but the artisans' as well. "We train the artisans to fill our shoes when we are gone," said AD2 Luis Rivas in Power Plants.

"We're a force you can't reckon with," said AM2 Robert Welch about his partnership with Artisan Will Ladson, a hydro-servocylinder mechanic. "It's neat when I can teach him something."

In spite of the toll taken by deployments, reassignments and retirements, some of the knowledge has been retained. Through a local recruitment effort, several Sailors who left the military are now employed as artisans and are still part of "the family." "We have a couple of Sailors who left the Navy on a Friday return to the FRC as an artisan on the next Monday," said Rodriguez.

That expertise, said Rodriguez, will be needed to meet Oceana's next fiscal challenge. "A year ago, we were cost avoiding \$250,000 a month. Now it's \$2.2 to \$2.6 million a month. Our new requirement for is \$3.4 million a month. The only way for us to reach that goal is with the people

that have the needed skill sets. There is no more low-hanging fruit," he said.

In addition to workforce stabilization, training, and retention of Sailors with certain Navy Enlistment Classifications, continuous process improvement sustainment, facilities, supply and calculation of times to reliably replenish were also discussed and taken for action.

Oceana also touted its successes and initiatives during Boots-on-the Ground. Thanks in part to AIRSpeed, its Supply Department received a 99.21 percent efficiency rating during its last Supply Management Inspection – the highest for a naval air station.

In October 2007, the Advanced Electronics Support Equipment Repair Shop was stood up. Before its inception, an average of more than \$5,000 was spent each time a circuit board was sent out for repair. Now, the repair of each item averages \$650 – an approximate savings of \$4,500 per item.

The savings was partially realized by an innovative solution developed by AT1 Timothy Hinson to shorten the time it takes to test circuit boards. "We couldn't test the cards because it was too

time consuming to test all 1,000+ pins. By using the Hunter Tracker to read and repair circuit cards, what would've taken a day or more now takes 20 minutes. The robotics also map the cards, called learns, for future reference," he said.

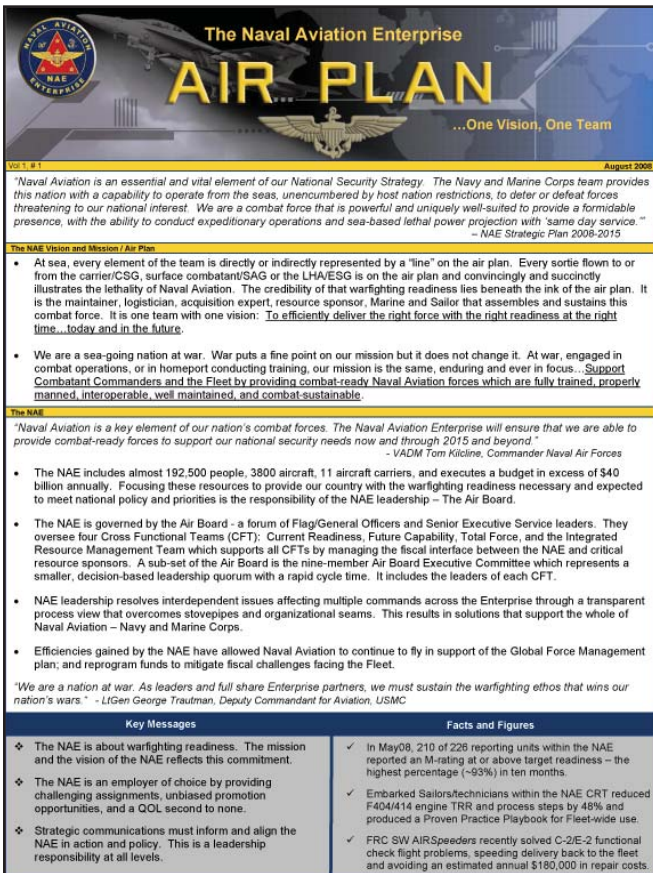
Oceana also initiated a pre-expenditure bin prototype at Strike Fighter Squadron (VFA) 211 in April. Data is being collected to determine if the prototype should be replicated in all organizational-level maintenance ashore and afloat activities.

A joint Oceana and FRC Mid-Atlantic Site Norfolk Black Belt project is currently being conducted to consolidate the Parachute, Aviator's Safety Equipment and the Oxygen Regulator and Equipment shops to form a Center of Excellence in the Mid-Atlantic region. A pilot for the Parachute Shop, which was created at Norfolk, now serves as a model for future consolidation efforts at all FRCs.

In his final comments, Grosklags encouraged Sailors and Marines to keep their support the warfighter first. "You know about cost savings. It's evident in your work," he said. "But it's also about getting equipment and people to the flight line and increasing time on wing. That's all goodness and contributes to readiness." ■



A Fleet Readiness Center Mid-Atlantic Site Oceana artisan (right) shows two "Boots-on-the-Ground" attendees (right and center) an electromagnetic interference (EMI) finger for an F/A-18. The EMI finger, which grounds static electricity for an aircraft's flight controls, was part of a larger discussion on how unexpected repairs add additional costs and time to the maintenance process. Photo by Jacquelyn Millham.



NAE Air Plan now ready for downloading

The Air Plan is a one-page, quarterly publication that focuses on relevant and interesting topics that affect the Naval Aviation Enterprise (NAE), including readiness, policy, funding, the workforce, and new warfighting systems. It is sent to more than 1,800 Naval Aviation leaders to inform and to help facilitate their communications with their military and civilian audiences.

Read the August issue at: <http://www.cnaf.navy.mil/nae/content.aspx?AttachmentID=499> and the November issue at: <http://www.cnaf.navy.mil/nae/content.aspx?AttachmentID=524>.

The next Air Plan, scheduled to be published in May, will cover the NAE's Fiscal Year 08 accomplishments.

Other NAE publications such as the NAE Strategic Plan and the NAE Strategic Vision can be found at <http://www.cnaf.navy.mil/nae>. ■

Links of interest

1. AIRSpeed LSS Spells Success for CPRW-11
<http://www.cnaf.navy.mil/airspeed/main.asp?ItemID=1244>
2. Fleet Readiness Center Southwest in-service repair story covered by SD PACEN (video)
<http://www.navy.mil/dnu.asp?id=11359>
3. Aviators Receive Wings of Gold at Corpus Christi Story
http://www.navy.mil/search/display.asp?story_id=39482
4. Carting Hazardous Materials. Fleet Readiness Center Southwest uses carts to reduce cost, eliminate waste
<https://extra.cnaf.navy.mil/content.asp?ContentID=7731B9EA-73E6-44FF-A2DD-657ABBE&Type=0&Extension=.pdf>
5. ATR facilities reap the benefits of AIRSpeed
<http://www.cnaf.navy.mil/airspeed/main.asp?ItemID=1287>
6. NATEC improvements exceed projected annual savings of more than \$67,000
<http://www.cnaf.navy.mil/airspeed/main.asp?ItemID=1283>
7. Fleet Readiness Center Southwest artisans use the introduction of point-of-use tooling (video)
<http://www.navy.mil/management/videodb/player/video.aspx?id=11466>
8. NAVAIR AIRSpeed December Snapshots
<http://www.cnaf.navy.mil/airspeed/content.aspx?AttachmentID=507>